Central Wyoming College Board of Trustees

Policy Governance Manual

Last Reviewed: May 2015

Policy Governance Manual
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I. POLICY TYPE: ENDS

A. POLICY TITLE: *MISSION (Approved 12/18/02)*

MISSION: Enhance the quality of life through innovation and excellence in education.

B. POLICY TITLE: *VISION (Approved 12/18/02)*

VISION: Provide lifelong learning opportunities beyond the boundaries of time and place.

C. POLICY TITLE: *GOALS (Approved 12/18/02)*

GOALS: The quality of life is enhanced when people are creative, productive, healthy, satisfied with life, flexible, and open to change. The college enhances the quality of life through achieving the following goals:

- Ensure academic excellence.
- Provide an environment for cultural, economic and lifelong enrichment.
- Serve as a proactive community leader.
- Use innovation to increase access to education.

D. POLICY TITLE: *VALUES (Approved 11/17/04)*

VALUES: To promote the institutional Mission, Vision, and Goals, CWC collectively agrees to carry out the mission, based upon the following values:

- **Student Centered.** Support students' success and improve the quality of their lives.
- **Excellence.** Commit to high standards in providing quality instruction and services to enhance learning.
- **Learning.** Promote a blend of learning approaches to foster a learning environment for students, staff, and the community.
- **Access.** Provide opportunities for student to attend college and to access programs by overcoming barriers to time, place, and cost.
- **Diversity.** Appreciate individual and cultural differences and respect human dignity in the service of diverse communities.
- **Mutual Respect and Civil Discourse.** Respect contributions of employees and students and promote a free exchange of ideas and information.

- **Innovation.** Recognize the importance of strong leaders, innovators, and responsible risk-takers who are persistent, resourceful, and creative.
- **Integrity.** Perform duties with respect for one another in a spirit of professionalism, cooperation, dedication, and care.
- **Community Building.** Expand lifelong learning opportunities through economic development and promoting and building partnerships.

E. POLICY TITLE: *ENDS (Approved 12/18/02)*

Monitoring reports will be provided to the Board to demonstrate achievement of Board ends as follows:

- Because of CWC, students who graduate with transfer (A.A. and A.S.) degrees will be prepared to be academically successful at other institutions of higher learning.
- Because of CWC, students who graduate with applied (A.A.S.) degrees will be prepared to be skilled, successful employees in the workplace.
- Because of CWC, students will have opportunities to successfully pursue training and education at and beyond the community college.
- Because of CWC's partnerships with the community, the economic/business climate in our service area will be significantly enhanced.
- Because of CWC, students will acquire the knowledge and skills needed to succeed in and contribute to a diverse and global community and to exercise their rights and responsibilities as citizens.
- Because of CWC, the community will have access to opportunities for cultural enrichment, wellness, and lifelong learning.

II. POLICY TYPE: EXECUTIVE LIMITATIONS

A. POLICY TITLE: *GENERAL EXECUTIVE CONSTRAINT* *(Approved 6/18/03)*

The president shall not cause or allow any practice, activity, decision or organizational circumstance that is either unlawful, imprudent or in violation of commonly accepted business and professional ethics.

1. He or she will not cause or allow violation of applicable federal, state, or local laws, rules and regulations, including but not limited to:

    a. Wyoming Community College System Code
    b. Wyoming Community College Commission Rules
    c. Wyoming Election Code
    d. Wyoming Administrative Procedures Act
    e. State statutes related to procurement, capital construction, conflicts of interest, fiscal procedures, labor standards, workers compensation.
    f. Federal statues, including but not limited to those related to labor standards, privacy acts, FERPA, public records, and crime reporting acts
    g. Prohibition against discrimination and harassment

2. He or she will not fail to preserve and uphold the following values:

    a. Free inquiry and academic freedom
    b. Mutual respect and civil discourse
    c. Diversity
    d. Innovation
    e. Excellence
    f. Accessibility
    g. Community Building

3. He or she will not fail to:

    a. Implement board policy through written procedures
    b. Provide opportunities for all staff input on proposed policy or procedure changes

II. POLICY TYPE: EXECUTIVE LIMITATIONS

B. POLICY TITLE: *TREATMENT OF STUDENTS (Approved 5/21/03)*

With respect to interaction with students and prospective students, the president shall not cause or allow conditions, procedures, or actions that are unsafe, disrespectful, discriminatory, unnecessarily intrusive, or that fail to provide appropriate confidentiality.

Accordingly, he or she shall not:

1. Violate any laws, rules, regulations, and procedures regarding collecting, reviewing, storing, transmitting or maintaining the confidentiality of student information.

2. Fail to inform students about what may be expected from the programs and services offered.

3. Fail to provide reasonable accommodations to serve students with special needs and offer services to students who have the ability to benefit.

4. Fail to inform students of this policy.

5. Fail to provide a grievance process to those students who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

II. POLICY TYPE: EXECUTIVE LIMITATIONS

C. POLICY TITLE: *TREATMENT OF STAFF (Approved 7/16/03; modified 12/19/03; 12/12/07; 10/17/12; 5/20/15)*

The board recognizes that to fulfill its Mission and accomplish the Ends set out for the college, a dedicated, motivated, qualified**,** adequately compensated, and continuously trained staff is required.

1. All college personnel are employed "at will," except as modified by written contract or board policy.

2. Only certain categories of employees are issued written contracts.

3. Employee written contracts are either provisional contracts or continuing contracts unless otherwise indicated in the contract.

   a. The term "provisional contract" shall be defined as a benefited limited-term contract of three or more months to a maximum of twelve months, which automatically expires on its term date. The employment status of a provisional contract employee shall be defined by the terms of the contract. Renewal of a provisional contract is neither expected nor implied; non-renewal can be with or without cause and with or without notice. **A CURRENT PROVISIONAL CONTRACT FOR EMPLOYMENT SHALL NOT BE CONSTRUED BY AN EMPLOYEE AS CONTAINING A BINDING TERM OR CONDITION OF EMPLOYMENT THAT CENTRAL WYOMING COLLEGE SHALL OFFER TO THE EMPLOYEE ANOTHER CONTRACT OF EMPLOYMENT. CENTRAL WYOMING COLLEGE RETAINS THE ABSOLUTE RIGHT TO REFUSE TO OFFER A NEW PROVISIONAL CONTRACT OR AN INITIAL THREE-YEAR CONTINUING CONTRACT OR ANY OTHER EMPLOYMENT AGREEMENT TO ANY THEN PRESENTLY EMPLOYED INDIVIDUAL, WITH OR WITHOUT CAUSE AND WITH OR WITHOUT NOTICE.**

   b. The term "continuing contract" shall be defined as a three-year benefited term of employment, consisting of three consecutive one-year contracts, the terms and conditions of which the employee must accept annually by signing and returning each annual contract by specified dates. Continuing contract employees shall not be terminated except for cause and by due process. Continuing contracts shall be renewed, unless terminated for cause and by due process.

4. The categories of employees at CWC are as follows:

   a. President/CEO: The president is the sole employee who is hired by and who reports directly to the board. The president is employed according to terms

and conditions set forth in the written employment contract. The offer of an extension to the current contract is acted upon by the board at its November meeting. The terms and conditions of said contract, including compensation, shall be presented by the board to the president at an executive session no later than its March meeting, and the board shall formally set the president's compensation for the upcoming fiscal year no later than the May board meeting.

b. Administrators: Certain key employees whose primary duty is management in nature, who have authority and responsibility over a college site, division or multiple divisions, who have supervisory duties, and whose scope of responsibilities have organizational-wide impact. Administrators are employed according to college policies and procedures, and terms and conditions set forth in written employment contracts.

c. Faculty: Employees whose main duties are college instruction are designated as Faculty and are offered written contracts so designating. Employees in this category may become eligible for "continuing contract" status.

d. Professional Staff: Certain employees whose main duties are not college instruction are designated as Professional Staff and are offered written contracts so designating. Employees in this category may become eligible for "continuing contract" status.

e. Classified Staff: College employees who serve in supportive or assistive roles are non-contracted, "at will," employees of the college, and are not eligible for continuing contract status. **ALL CLASSIFIED STAFF ARE EMPLOYED AT WILL. NEITHER THIS POLICY NOR ANY OTHER POLICY OR PROCEDURES RELATIVE TO EMPLOYMENT SHALL BE CONSTRUED TO CREATE A CONTRACT BETWEEN CENTRAL WYOMING COLLEGE AND THE CLASSIFIED EMPLOYEE. NEITHER A LETTER OF INITIAL APPOINTMENT NOR LETTER OF NOTIFICATION SHALL BE CONSTRUED BY AN EMPLOYEE AS CONTAINING ANY PROMISE OR EXPECTATION OF CONTINUED EMPLOYMENT. CENTRAL WYOMING COLLEGE RETAINS THE ABSOLUTE RIGHT TO TERMINATE EMPLOYMENT AT ANY TIME, WITH OR WITHOUT CAUSE AND WITH OR WITHOUT NOTICE.**

5. With respect to treatment of staff, the president may not cause or allow conditions that are unfair, undignified, inequitable, or in violation of any civil or constitutional rights.

Accordingly, he or she may not:

a. Operate without written personnel procedures that address rules of employment, including:

(1) recruitment;
(2) hiring;
(3) evaluation;
(4) leave, including but not limited to annual leave, sick leave, and personal leave;
(5) determination of status;
(6) termination;
(7) reduction in force, in response to: problems of insufficient budget; the need to reallocate available resources; or institutional or program review. Such procedures shall include provision for layoffs determined by seniority, reinstatement rights and early retirement options, if any, for RIFed employees;
(8) faculty load and overload;
(9) holidays
(10) internal grievance procedures for staff that
    (a) prohibit retribution/retaliation for employee participation in the procedure
    (b) establish the president as the final appeal except when the grievance is related to non-renewal of a continuing contract, or the president is perceived by the board to have violated board policy, in which case the board, at its discretion, may act as board of appeal.
(11) procedures that meet requirements of applicable federal, state and local laws, rules and regulations related to:
    (a) Equal Employment
    (b) Sexual Harassment prevention
    (c) Drug Free Workplace
    (d) Americans with Disabilities Act
    (e) Discrimination
    (f) Fair employment practices
    (g) Wages
    (h) Voting

b. Discriminate against any staff member for expressing an ethical dissent.
c. Fail to acquaint staff with their rights under this policy.
d. Grant continuing contract status to any employee without board approval.
e. Initiate a reduction in force without board approval
f. Fail to provide for staff input and participation in procedure development.

6. The procedures shall not fail to:
    a. protect staff against wrongful conditions,
    b. promote fair and equitable treatment of staff,
    c. ensure Academic Freedom and responsibility that accords faculty and students the right to pursue teaching and learning with full freedom of inquiry. Academic Freedom is the right of the instructor to interpret findings and communicate conclusions in the pursuit of truth free from any interference, molestation, or fear of penalty because their conclusions may disagree with individuals, constituted authorities, or organized groups outside the college.

II. POLICY TYPE: EXECUTIVE LIMITATIONS

D. POLICY TITLE: *COMPENSATION AND BENEFITS (Approved 5/21/03)*

With respect to employment, compensation and benefits to employees, consultants, and contract workers, the president shall not cause or allow jeopardy to fiscal integrity or the quality of staff.

Accordingly, he or she shall not:

1. Violate laws and regulations relevant to compensation and benefits.

2. Establish compensation and benefits that fail to attract and retain qualified employees.

3. Create obligations for more than one year.

4. Provide less than a basic level of benefits to all eligible employees.

II. POLICY TYPE: EXECUTIVE LIMITATIONS

E. POLICY TITLE: *PLANNING AND INSTITUTIONAL EFFECTIVENESS (Approved 5/21/03)*

The institution may not operate without comprehensive planning and monitoring processes that address the achievement of the board's Ends policies.

Accordingly, the president shall not:

1. Fail to maintain regional accreditation.

2. Fail to submit plans and reports required by the Wyoming Community College Commission.

3. Fail to implement an instructional program review process.

II. POLICY TYPE: EXECUTIVE LIMITATIONS

F. POLICY TITLE: *FINANCIAL PLANNING AND BUDGETING (Approved 1/15/03)*

Financial planning and budgeting for any fiscal year or the remaining part of any fiscal year shall not fail to further the college's Ends policies (mission, vision, goals, ends, and strategic priorities) and shall not risk fiscal jeopardy.

Accordingly, the president may not present a budget to the board for approval that:

1. Fails to meet state College Commission standards.

2. Fails to include the planning assumptions upon which the budget is based.

3. Does not contain adequate information regarding the relationship of budgeted funds to the goals and strategic priorities of the college (Ends policies).

4. Does not provide credible projection of revenues, expenses, and cash flow.

5. Fails to separate operational, capital outlay, and restricted funds and other categories required by law, common practice, or auditing standards.

6. Fails to take into account future (multi-year) needs and projections of revenue.

7. Plans the expenditure in any fiscal year of more funds than are projected to be available in that period.

8. Fails to provide an adequate contingency reserve.

9. Fails to present to the board end-of-year budget and transfer of funds.

Note: Criteria in this category are the standards that must be met in order for the budget to be approved. If the board is confident that these standards are met when the budget is presented, then it will approve the budget.

II. POLICY TYPE: EXECUTIVE LIMITATIONS

G. POLICY TITLE: *FINANCIAL CONDITION AND ACTIVITY* *(Approved 1/15/03; modified 3/22/06)*

With respect to the ongoing condition of the college's financial health, the college president may neither cause nor allow the development of fiscal jeopardy nor a significant deviation of actual expenditures from the approved budget.

Accordingly, he or she may not:

1. Violate laws and regulations related to the expenditure of funds and procurement of contracts and goods.

2. Fail to provide for an annual, independent audit of college accounts by an auditing firm approved by the board.

3. Violate auditing standards as defined by the independent firm.

4. Make expenditures not provided for in the approved budget.

5. Fail to have fair and equitable purchasing practices that takes into account the following criteria:

   - Competitive price
   - Quality
   - Use of state vendors
   - Best interest of the college

6. Make a single purchase or enter into a contract of greater than $100,000.

7. Fail to seek bids or requests for proposals in a competitive process for purchases over $25,000.

II. POLICY TYPE: EXECUTIVE LIMITATIONS

H. POLICY TITLE: *PHYSICAL ASSET PROTECTION (Approved 5/21/03)*

The physical assets of the college shall not be unprotected, inadequately maintained or unnecessarily risked. Physical assets include without limitation buildings, grounds, equipment, records, and funds.

Accordingly, the president shall not:

1. Violate relevant laws, regulations, or auditing standards

2. Fail to provide insurance against theft, casualty and liability losses.

3. Fail to provide reasonable security and protection of property for facilities, equipment, cash, information, and files from loss or significant damage.

4. Fail to provide procedures to prohibit misuse of physical assets.

II. POLICY TYPE: EXECUTIVE LIMITATIONS

I. POLICY TITLE: *SAFETY AND SECURITY (Approved 5/21/03)*

With respect to college property and activities of the college, the president shall not cause or allow unsafe and dangerous conditions.

Accordingly, he or she shall not:

1. Violate relevant laws or regulations.

2. Fail to provide reasonably safe conditions to protect students, staff, and community members.

3. Fail to provide procedures that foster a healthy environment for students, staff, and community members.

4. Fail to provide procedures to prohibit violence or harassment of students, staff, and community members.

II. POLICY TYPE: EXECUTIVE LIMITATIONS

J. POLICY TITLE: *COMMUNICATION AND SUPPORT TO THE BOARD* *(Approved 5/21/03; modified 11/17/04; 7/15/15)*

With respect to providing information and support to the board, the president shall not:

1. Neglect to submit monitoring data required by the board (see policy on Monitoring Executive Performance) in a timely, accurate, useful, and understandable fashion.

2. Fail to provide a mechanism for board and officer communications.

3. Fail to inform the board of major college programs, events, or potential adverse media coverage

4. Fail to inform the board about relevant trends and changes that may affect board policies and decisions.

5. Fail to make a recommendation of board required action that includes analysis of the issue, notice of appropriate consultation, and rationale.

6. Fail to supply for the consent agenda all items delegated to the president yet required by law or contract to be board-approved along with relevant monitoring assurance.

7. Fail to deal with the board as a whole or to provide the same information to all trustees, except when responding to officers or committees duly charged by the board.

8. Fail to report in a timely manner an actual or anticipated noncompliance with board policy.

III. POLICY TYPE: BOARD-PRESIDENT RELATIONSHIP

A. POLICY TITLE: *PRESIDENT'S JOB DESCRIPTION*
(Approved 3/26/03; modified 3/24/04; modified 12/15/04)

TITLE: President of the College

REPORTING: Reports directly to the board as a whole;

- Is the sole college employee who reports directly to the board;
- Communicates with board chair, who serves as liaison for the board.

PRIMARY FUNCTION: The president is the chief executive officer of the college and is accountable to the board acting as a body. The president is the board's official link to the college.

RESPONSIBILITIES: The president is responsible for carrying out board policy and for ensuring the organizational performance of the college as a whole. The president shall:

- Carry out board policies through reasonable interpretations;
- Ensure organizational accomplishment of the provisions of the board's Ends policies;
- Provide adequate monitoring reports to the board as required relating to college performance on board-established mission, vision, goals, and ends;
- Operate the organization within the boundaries of prudence, ethics and law and regulations established in board policies on Executive Limitations.
- Show progress toward achievement of annual strategic priorities.

EVALUATION: The President shall be evaluated annually by the board, using the board-approved president's evaluation instrument on his/her ability to carry out responsibilities outlined in this job description. The President shall be held responsible for overall college performance.

III. POLICY TYPE: BOARD-PRESIDENT RELATIONSHIP

B. POLICY TITLE: *DELEGATION TO THE PRESIDENT* *(Approved 3/26/03)*

All board authority delegated to staff is delegated through the president, so that all authority and accountability of staff—as far as the board is concerned—is considered to be the authority and accountability of the chief executive.

Only decisions of the board acting as a body are binding upon the chief executive.

The board will instruct the president through written policies, delegating to him or her reasonable interpretation and implementation of those policies.

1. The board will direct the president to achieve specified results for specified recipients at a specified worth through the establishment of Ends policies.

2. The board will limit the latitude the president may exercise or allow in practices, methods, conduct and other "means" to the Ends through establishment of the Executive Limitations.

3. As long as the president uses any reasonable interpretation of the board policy, the president is authorized to and has the responsibility to develop procedures that implement and interpret policy, and to determine or delegate all further decisions, actions, practices and activities. The college president has the responsibility for developing procedures for the implementation and interpretation of policy, utilizing the personnel within the college as appropriate and with the advice of the Board of Trustees**.**

4. The board may change its Ends and Limitations policies, thereby changing the latitude of choice given to the president. However, so long as any policy or delegation is in place, the board and its members will respect and support the president's reasonable interpretation.

5. Decisions or instructions of individual board members, officers, or committees are not binding on the president, except when the board has specifically authorized such exercise of authority.

6. In the case of board members requesting information or assistance without board authorization, the president may refuse such requests that require—in his or her opinion—a significant amount of staff time or funds or is disruptive.

III. POLICY TYPE: BOARD-PRESIDENT RELATIONSHIP

C. POLICY TITLE: *MONITORING EXECUTIVE PERFORMANCE* *(Approved 3/26/03; modified 3/24/04; 7/15/15)*

1. Monitoring presidential performance is synonymous with monitoring organizational performance against board policies in the Ends, Executive Limitations, and the Board/President Relationship categories. Evaluation of the president's performance, formal or informal, is based mainly on these monitoring data and the board evaluation of monitoring reports.

2. The purpose of monitoring is simply to determine the degree to which board policies are being fulfilled.

3. Monitoring will be as routine as possible, using a minimum of board time. A schedule for monitoring Ends and Executive Limitations will be established. However, the board may opt to monitor any policy by any method at any time, given reasonable notice.

4. A given policy may be monitored in one or more of three ways:

   a. Internal report from the president to the board.

   b. External report from disinterested, external auditors, reviewers or groups approved by the board. Such reports must assess executive performance only against board policies, unless that board has indicated that the external party's opinion is to be the standard *(e.g., legal, audit, and accreditation standards).*

   c. The board as a whole may authorize a board member, a committee, or the board as a whole**,** to directly inspect documents, activities or circumstances for policy compliance. Direct inspection shall be used only in limited circumstances.

5. Policy compliance shall be measured by a "reasonably prudent person" standard.

6. The president must produce useful information and data for the board that convinces reasonable people that the criteria contained in policy have been adhered to.

7. The board will conduct a formal annual evaluation of the president in November, utilizing the president's evaluation instrument with board action on the president's contract at the November board meeting each year. This evaluation will consider only the monitoring data as defined here, as it has appeared over the intervening year, a composite of an anonymous staff evaluation, as well as the President's Job Description.

III. POLICY TYPE: BOARD-PRESIDENT RELATIONSHIP

D. POLICY TITLE: *ACTING PRESIDENT (Approved 3/26/03;* modified *12/12/07; 10/17/12)*

The president shall designate a college administrator or upper level manager to serve in his or her absence for short periods of time, not to exceed 60 calendar days a time. In the absence of the president and when the president has not delegated an administrator to serve in his/her absence, administrative responsibility shall reside with (in order):

Executive Vice President for Student and Academic Services
Vice President for Administrative Services
Associate Vice President for Academic Services
Associate Vice President for Student Services

An acting president for periods in excess of 60 calendar days shall be appointed by the board.

III. POLICY TYPE: BOARD-PRESIDENT RELATIONSHIP

E. POLICY TITLE: *CWC PRESIDENT'S EVALUATION INSTRUMENT (Approved 3-24-04; modified 9-21-05; 12-12-07)*

NAME:

EVALUATOR: _____ DATE: _____

PERFORMANCE DEFINITIONS

OUTSTANDING

Performance of responsibilities is outstanding.

EXCELLENT

Performance of responsibilities is above average..

GOOD

Performance of responsibilities meets the required expectations.

FAIR

Performance is below standard. Improvement is expected. A plan to facilitate improvement will be developed and implemented.

UNSATISFACTORY

Performance fails to meet requirements. Satisfactory improvement has not been demonstrated.

EXECUTIVE LIMITATIONS

The President does not:

(Note choice by placing an X in the rating column.)

	OUT-STNDG.	EXCEL-LENT	GOOD	FAIR	UNSAT.
Policy II.A. General Executive Constraint: Allow any practice, activity, decision or organizational circumstance that is either unlawful, imprudent or in violation of commonly accepted business and professional ethics.					
Policy II.B. Treatment of Students: Allow conditions, procedures, or actions that are unsafe, disrespectful, discriminatory, unnecessarily intrusive, or that fail to provide appropriate confidentiality.					
Policy II.C. Treatment of Staff: Allow conditions that do not promote a dedicated, motivated, qualified, adequately compensated, and continuously trained staff.					
Policy II.D. Compensation and Benefits: Cause or allow jeopardy to fiscal integrity or the quality of staff.					
Policy II. E. Planning and Institutional Effectiveness: Operate without comprehensive planning and monitoring processes that address the achievement of the board's Ends policies.					
Policy II.F. Financial Planning and Budgeting: Fail to further the college's Ends policies or risk fiscal jeopardy.					
Policy II.G. Financial Condition and Activity: Cause or allow the development of fiscal jeopardy or a significant deviation of actual expenditures from the approved budget.					
Policy II.H. Physical Asset Protection: Allow the physical assets of the college to be unprotected, inadequately maintained or unnecessarily risked.					
Policy II.I. Safety and Security: Cause or allow unsafe and dangerous conditions.					
Policy II.J. Communication and Support to the Board: Neglect to submit monitoring data required by the board or fail to inform the board of major college programs and events, or potential adverse media coverage.					
OVERALL PERFORMANCE RATING FOR CATEGORY:					

Comments:

BOARD-PRESIDENT RELATIONSHIP

The President:

(Note choice by placing an X in the rating column.)

	OUT-STNDG.	EXCEL-LENT	GOOD	FAIR	UNSAT.
Policy III.A. Adheres to the President's Job Description.					
Policy III.B. Delegation to the President: Is accountable for college staff.					
Policy III.C. Monitoring Executive Performance: Provides adequate, understandable, and sufficient monitoring reports to the board that show that board Ends are being met.					
Policy III.D Acting President: Designates a college administrator to serve in his or her absence according to board policy.					
OVERALL PERFORMANCE RATING FOR CATEGORY:					

Comments:

MONITORING REPORTS

	OUT-STNDG.	EXCEL-LENT	GOOD	FAIR	UNSAT.
	(Note choice by placing an X in the rating column.)				
Planning and Institutional Effectiveness Monitoring Report - September					
Academic Profile Monitoring Report – October					
Physical Plant/Facilities Monitoring Report - October					
Financial Monitoring Report - November					
Statewide Community College Enrollment Monitoring Report - November					
Community/Partnership Monitoring Report – February					
Staff Profile Monitoring Report – March					
Budget Monitoring Report – April					
Student Profile Monitoring Report – July					
OVERALL PERFORMANCE RATING FOR CATEGORY:					

Comments:

OVERALL EVALUATION

	OUT-STNDG.	EXCEL-LENT	GOOD	FAIR	UNSAT.
	(Note choice by placing an X in the rating column.)				
The President's overall performance in all areas is:					

GENERAL COMMENTS:

1. Please describe any special strengths or contributions of this individual.

2. Please identify any areas in which the individual may improve his/her performance.

3. Other comments:

IV. POLICY TYPE: GOVERNING PROCESS

A. POLICY TITLE: *GOVERNING COMMITMENT AND AUTHORITY* *(Approved 7/16/03; modified 12/14/05)*

The board of trustees of the Fremont County Community College District, operating as "Central Wyoming College," shall perform according to the Wyoming Community College System Code of the State of Wyoming and all other applicable laws, rules and regulations.

The board of trustees, on behalf of the citizens of Fremont County and the established service area, strives for accountability of Central Wyoming College by pledging to (a) achieve appropriate results for the appropriate persons at an appropriate cost and (b) avoid unacceptable activities, conditions and decisions.

IV. POLICY TYPE: GOVERNING PROCESS

B. POLICY TITLE: *BOARD ELECTIONS (Approved 7/16/03; modified 11/17/04)*

1. Election of Board Members

Election of board members shall be in accordance with state law. The District Board shall be elected from the four election subdistricts within Fremont County previously established by resolution of the board. The election subdistricts and the number of members to be elected to the board from each election subdistrict are as follows:

Subdistrict No.	Area	Number of Trustees
1	Dubois, Morton, Pavillion	1
2	Shoshoni, Lysite, Riverton	3
3	Fort Washakie, Mill Creek, Arapahoe	1
4	Lander, Hudson, and Jeffrey City	2

Nomination must come from the subdistrict in which the nominee resides. However, election of the board is done at large. The term of each member shall be four years, beginning at 12 noon on the first day in December following the election except as provided for in the first election of the board, as set forth in the code.

The election of board members shall be held at the regular polling places in each district on the Tuesday next following the first Monday in November in general election years. Not more than a simple majority of board members shall be elected at any election unless the election is to fill an unexpired term.

The cost of an election or equitably proportioned shares of a concurrent election as determined by the county clerk shall be paid by the college.

It is the responsibility of the board to conduct elections within the district for such purposes authorized by the Community College System and Election Codes of the State of Wyoming.

2. Change of Residence

In the event that a board member has a change of residence, so that they are no longer qualified as a resident of the election subdistrict wherein they are elected, then such board member shall be deemed to have vacated the District Board seat for that subdistrict and the vacancy shall be filled as provided in Vacancies.

3. Vacancies

The Board of Trustees shall fill a vacancy in office by temporary appointment in a manner provided by law. If the board fails to appoint a qualified person to fill a vacancy within thirty (30) days from the date the vacancy occurs, or if, for any reason, the entire membership of the board is depleted, the board of county commissioners of the county, within ten (10) days of either occurrence, shall appoint a qualified person to fill each vacancy. Any person appointed to fill a vacancy shall hold that appointed office until the next general election at which time a trustee or trustees shall be elected to fill the unexpired term(s). Each appointee shall serve until his successor is elected and qualified. All appointees shall be residents of the election subdistrict in which the vacancy exists.

4. Removal of Trustee

A board member may be removed for cause or change of residence outside subdistrict to which trustee has been elected or appointed. [W.S.§21-18-303(a)(xii)]

IV. POLICY TYPE: GOVERNING PROCESS

C. POLICY TITLE: *BOARD JOB DESCRIPTION (Approved 7/16/03; modified 11/17/04; modified 12/12/07)*

The job of the board is to govern the district in accordance with its statutory obligations and represent the citizens of Fremont County and the service area in determining and demanding appropriate organizational performance. To distinguish the board's own unique job from that of the staff, the board will concentrate its efforts on the following:

1. Community Attitude

The board shall take into consideration community attitude regarding controversial issues and subjects relating to the college that need interpretation.

2. Liaison with the Public

The CWC Board as a whole shall act as a liaison agent with the public or with individual citizens.

3. Public Relations

The board shall assist with the public relations of the college.

4. Written Governing Policies

The board shall develop written governing policies that, at the broadest levels, address:

a. Ends: Organizational impacts, benefits to the community, outcomes, results, recipients, and relative worth.

b. Executive Limitations: Constraints on authority that establish the prudent, ethical, and legal boundaries within which all activity and decisions must take place.

c. Governance Process: Specification of how the board conceives, carries out, and monitors its own tasks.

d. Board-President Relationships: How power is delegated and its proper use monitored; the president's role, authority and accountability.

e. Other duties as required by law, including but not limited to authorizing bond elections and approving budget as authorized by W.S. 21-18-305.

5. Board of Review

The board, at its sole discretion, may act as a hearing board or may appoint one or more of its member trustees or a college employee or outside facilitator or hearing officer for the purpose of reviewing grievances involving the following: termination of a continuing contract; suspension without pay of a continuing contracted employee; and non-renewal of a continuing contract.

6. Employment

It is the responsibility of the board to employ the president.

7. Annual Audit

It is the responsibility of the board to provide an annual audit of all college funds by a certified public accountant as approved by the Wyoming Community College Commission.

8. Associate Degree Instructional Program Approval/Termination

The board shall approve all new Associate Degree instructional programs and all Associate Degree instructional program terminations.

9. Conferral of Degrees, Diplomas, and Certificates

The board shall confer degrees and certificates and grant credentials and diplomas.

10. Conferral of Professors Emeriti

The board may consider "Professor Emeritus" status for those faculty who receive a minimum of two-thirds faculty support and a recommendation by the president and who meet requirements as stated in college procedures. The board shall approve and confer "Professor Emeritus" status.

11. Actively Advocating for Legislation

The board shall provide information and advocacy for legislative positions that serve the best interests of the college.

12. Naming Buildings

The board shall authorize names for college buildings and facilities.

13. Administrative and Continuing Contracts

The board shall approve all administrative and continuing contracts.

IV. POLICY TYPE: GOVERNING PROCESS

D. POLICY TITLE: *GOVERNING STYLE/ETHICS (Approved 7/16/03; modified 11/17/04; 10/17/07; 3/23/11)*

The board deliberates with many voices but governs with one. The board will govern with an emphasis on outward vision rather than a preoccupation with internal affairs, strategic leadership rather than administrative detail, and a future orientation rather than past or present. It will encourage diversity in viewpoints and collective rather than individual decisions. It will strive for a clear distinction between the respective roles of the board and the college president.

1. Code of Ethics

a. The board, recognizing its responsibilities in conducting the business of the district, and providing for an adequate educational program, accepts for guidance the following principles regarding any member. Accordingly, the board:

(1) Owes first allegiance to the citizens of the district.

(2) Seeks to provide equal opportunity for all regardless of race, creed, gender, disability, age, religion, national origin, or marital status.

(3) Recognizes that it is the duty of the president of the college to make recommendations to the board regarding personnel which require board action**.**

(4) Recognizes that it is the duty of the board to formulate policies with the president of the college, but that it is the duty of the college president to implement policy through written procedures.

(5) Recognizes that funds dedicated to educational purposes must be wisely, honestly, and economically expended.

(6) Assists in keeping the public informed about the progress and needs of the college.

b. The individual trustee is responsible for ethical conduct. Accordingly, the individual trustee:

(1) Does not seek special privileges or private gain.

(2) Does not use position to promote personal, business, or professional interest.

(3) Understands that the trustee has no authority as an individual but must act with the board as a whole and must be governed by the decisions of the board.

(4) Will attend meetings regularly and be prepared to conduct business.

2. Code of Conduct

a. The roles and responsibilities of community college governing boards and their trustees are described in Wyoming Statute, Board Policy, and in widely accepted published literature. In addition to these sources, the Board of Trustees of Central Wyoming College (CWC) agree that the following Code of Conduct (code) is essential to effective trusteeship. As a Board, we commit to follow this code and to respectfully remind each other of the code whenever necessary.

Members of the Board of Trustees shall:

(1) Focus on the future and set aside past events.

(2) Speak to fellow trustees and Central Wyoming College administrators and employees with respect.

(3) Listen to and consider others' opinions even if they differ from our own.

(4) Never criticize the College President, CWC staff, or board members in public.

(5) Respectfully remind one another of the code in private.

(6) Comply with Wyoming Public Meeting statutes.

(7) Support the board decision even if our vote was in opposition.

(8) Never actively campaign against an item that the board has passed.

(9) Rely on the College President as the official spokesperson to the media.

(10) Set policies and allow our sole employee, the College President, to carry them out without our micromanagement.

(11) Always give direction to the College President as a board, not as an individual.

(12) Listen respectfully to College employees who contact us, but redirect or report that conversation to the College President.

(13) Notify one another and the College President prior to addressing sensitive topics in a public meeting.

(14) Govern in accordance with all statutory obligations and the CWC Policy Governance Manual.

(15) Maintain personal integrity in aspects of life outside of college as poor behavior reflects on CWC.

b. Enforcement of Code of Conduct:

(1) Any member of the Central Wyoming College Board (CWCB) who reasonably believes that a violation of the Code of Conduct has occurred may report the violation to the CWCB Chair (or, if the CWCB Chair is the person who allegedly violated the Code, then to the CWCB Vice-Chair). The CWCB Chair shall work with the person who allegedly violated the code to resolve the issue informally if possible.

(2) If informal resolution is not possible then the CWCB Chair shall request the matter be investigated by an independent third party and bring the matter before the CWCB for a formal hearing. The member alleged to have violated the code shall be given reasonable advance written notice not less than five nor more than fifteen calendar days of the time, place and date of hearing. The notice shall also state the factual basis for the alleged violation and identify the provision of the Code of Conduct allegedly violated.

(3) Unless the member who allegedly violated the code requests a public meeting, the matter will be heard in executive session pursuant to the Wyoming Public Meetings Act. The board will use the Wyoming Administrative Procedures Act provisions for contested cases where applicable.

(4) The remaining members of the board will, by vote, determine first, whether the code was violated, and secondly, if there was a violation, what sanction should be imposed. Sanctions may range from public censure to suspension of travel privileges and a recommendation for removal. If the violation is severe enough, the board member may be removed from the board pursuant to our Policy Governance Manual which states that a Trustee may be removed from the Board "for cause."

3. Standards of Good Practice

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

a. That it derives its authority from the community and that it must always act as an advocate on behalf of the entire community;

b. That it must clearly define and articulate its role;

c. That it is responsible for creating and maintaining a spirit of true cooperation and a mutually supportive relationship with its president;

d. That its trustee members should engage in a regular and ongoing process of trustee development and continuous improvement; generally, each trustee is expected to attend at least one national or regional trustee development meeting every four years;

e. That its trustee members come to each meeting prepared and ready to debate issues fully and openly;

f. That its trustee members vote their conscience and support the decision or policy made;

g. That its behavior, and that of its members, exemplify ethical behavior and conduct that is above reproach;

h. That it endeavors to remain always accountable to the community;

i. That it honestly debates the issues affecting its community and speaks with one voice once a decision or policy is made.

4. Nepotism

Board members shall neither initiate, participate in, nor influence in any way institutional decisions involving a direct benefit (initial appointment, retention, promotion, salary, leave of absence, etc.) to members of their extended families.

5. College Employment

Board members shall not be employed by the college.

IV. POLICY TYPE: GOVERNING PROCESS

E. POLICY TITLE: *POLICY-MAKING PRINCIPLES (Approved 7/16/03)*

The board is the governing, policy-making body of the district. The board's major policy focus will be on the intended ends.

1. The board will be an initiator of policy directions.

2. Policy will reflect broad values and perspectives and will represent the board's determination of the best interests of the ownership.

3. Policy statements shall be narrowed until the board is willing to accept any reasonable interpretation of a policy statement.

4. The board will review its policy manual every two years.

5. The policy-making process will be open and inclusive.

   Accordingly, the board shall:

   a. Consider recommendations of the college president and that of the appropriate designated college committee related to proposed policy changes.

   b. Consider policy changes only if included in advance in its publicized public meeting agenda.

   c. Require two readings at separate public board meetings for policy changes and/or adoption, unless the board, at its discretion, determines that one reading is sufficient.

IV. POLICY TYPE: GOVERNING PROCESS

F. POLICY TITLE: *BOARD ORGANIZATION AND OFFICERS* *(Approved 7/16/03; modified 11/17/04; 3/23/11)*

1. Organization of Board

The officers of the board shall be chairperson, vice chairperson, secretary, and treasurer.

2. Duties of the Chairperson of the Board

It shall be the duty of the chairperson of the board to preside at all regular and special meetings, and to call special meetings as provided for by law. It shall be the duty of the chairperson of the board to notify all members of all regular and special meetings of the board. The chairperson shall sign such documents on behalf of the board as may require his/her signature or as required by special action of the board. The president, chairperson or other designated board representative shall be the representative of this district in its relations with other boards of trustees. It is the duty of the chairperson to enforce its parliamentary rules and to appoint all special committees not provided for herein. The chair is delegated the authority to make decisions that reasonably interpret policies in Governance Process and Board-President Relationship categories, except where the board specifically delegates portions of this authority to others. The chair has no individual authority to make decisions about policies created by the board within the Ends and Executive Limitations policy areas. Therefore, the chair has no individual authority to supervise or direct the president.

The board is committed to annual or biennial rotation of the Chairperson to the extent feasible. The selection of the Chairperson will be based on the following factors:

> Desire, ability, availability of time to complete the obligations of the job, experience relative to the goals/opportunities for the college in the ensuring year, and subdistrict representation.

It is anticipated that the Vice Chairperson will succeed the Chairperson in the following year (<u>or two years, if biennial rotation</u>) if the criteria for the Chairperson can still be met.

3. Duties of the Vice Chairperson of the Board

It shall be the duty of the vice chairperson to preside at the regular or special meetings of the board in the absence of the chairperson.

4. Duties of the Secretary of the Board

The secretary of the board shall, with the assistance of a board designated clerk, assume charge of all records, proceedings, and documents of the board; keep the minutes of the meetings and proceedings (W.S. 21-18-302(a)) of the board; provide copies of the minutes for each board member; and sign such agreements and official documents authorized by the action of the board.

5. Duties of the Treasurer of the Board

It shall be the duty of the treasurer of the board, with the assistance of a board designated assistant treasurer, to account for all funds and property which the treasurer receives by virtue of the office, and to receive all funds payable to the district and disburse them on the order of the board. The treasurer and assistant treasurer (W.S. 21-18-303(a)(xv) shall be required to give such bond in such a penalty and with such sureties as the board shall direct and approve.

IV. POLICY TYPE: GOVERNING PROCESS

G. POLICY TITLE: *BOARD MEETINGS (Approved 7/16/03; modified 10/15/03; 11/17/04; 12/15/04; 12/14/05; 12/12/07; 7/15/15)*

The board will operate in an open, consistent, and legal manner, and adhere to these operational proceedings:

1. Regular Meetings

Regular meetings of this board shall be held according to dates and times approved by the board and shall be announced in advance.

2. Special Meetings

The board may hold special meetings upon the call of the chairperson of the board, or upon the call of any four members, when it is the judgment of the chairperson, or the four members, that such a meeting should be called. Two days written notice shall be given by the secretary of the board, but waivers may be approved by all members in lieu of such notice. No business may be transacted at a specially called meeting unless it was specified in the original call of the meeting.

3. Open Meetings; Executive Session

All meetings of the board shall be held at the college, unless otherwise specified by board action. All board meetings shall be open to the public. The public is excluded from executive sessions; no business may be conducted during an executive session; and no action may be taken except as authorized by law. The board will adhere to the intent and purpose of the open meetings law.

4. Order of Business

The general or usual order of business for regular monthly board meetings is as follows:

I. Call to Order
II. Executive Session (if needed)
III. Welcome and Introduction of Guests
IV. Approval of Agenda
V. Student, Employee Association, Wyoming PBS, and CWC Foundation Reports
VI. Consent Agenda
VII. Unfinished Business
VIII. New Business
IX. Acceptance of Monitoring Reports
X. Reports

XI. Next Regular Meeting/Suggested Agenda Items/Additional Trustee Comments and/or Reports on Advancement in the Community
XII. Adjournment**:** Board Evaluation of Meeting

5. Input from Staff

Written reports, if any, from college employee associations and student senate shall be included in each board meeting packet for regular meetings.

6. Input from the Public

Community input forms shall be available at each board meeting, to allow members of the public to request an opportunity to address a specific agenda item.

7. Attendance (Abandonment)

In the event that a board member fails to attend three (3) consecutive regular board meetings, or fails to attend a total of eight (8) regular board meetings during any one (1) fiscal year, and such absences are unexcused, then such unexcused absences shall constitute cause for the removal of such board member. For purposes of this policy, an excused absence shall include the inability of a board member to attend a regular board meeting by reason of illness, death in his or her immediate family, jury duty, and any other reason considered by the board at the time to be reasonable and acceptable to justify the absence of said board member.

8. Board Reorganization

At its first December meeting of each year, the Board of Trustees shall elect its officers and make other appointments as are necessary to conduct regular business.

9. Quorum for Legal Meetings

Four members shall constitute a quorum for the transaction of business, and all motions shall be passed by a majority vote of those present except where otherwise provided by law. A minimum of three (3) concurring votes is required to decide any question (W.S. 21-18-302(b)).

10. Voting Procedures and Parliamentary Procedures

Voting shall be by voice unless it is requested by one or more members that a ballot be taken. The official vote shall be recorded to include the person making the motion, and resultant vote. If the vote is not unanimous, then the majority prevails, provided that the majority vote consists of at least three concurring votes.

All meetings shall be conducted in accordance with the *Robert's Rules of Order* with exceptions for small boards, or such other version of parliamentary rules of meeting procedure as the board may adopt from time to time.

11. Minutes

The minutes shall record all resolutions, all recommendations of the administration, and all information which is pertinent to the action of the board. Included in the minutes shall be a list of official visitors to special and regular board meetings whenever it is possible to provide such a list. Recommendations of citizen's committees or individual citizens shall be incorporated as part of the minutes. Minutes need not be verbatim transcripts of the proceedings.

The chairperson, or any other board member or the college president as designated to do so by the chairperson, shall keep minutes of the matters discussed during any executive session lawfully held under Wyoming's open meetings law. The president shall assure that the minutes are kept and maintained in a safe, secure location for future reference by board members and the president only.

12. Conduct of Board Meetings

a. Meeting discussion content will primarily derive from the board planning cycle and will only be those issues that, according to board policy, clearly belong to the board to decide or examine.

b. The board chair, considering the long term agenda and input from board members, will establish the meeting agendas in conjunction with the president.

c. The board will adhere to the intent and provisions of open meeting laws. While the board conducts its meetings in public, the board establishes its own agenda and conducts its own meeting. The board will give a high priority to the college community and citizen participation, but reserves the right to adhere to its own published agenda and any amendments to such agenda as may be made at any regular meeting and to conclude the meeting, to limit discussion, or to take whatever actions are necessary to conclude the meeting within a reasonable time.

d. The board, when it is found to be in the best interest of the district may, by a majority vote, suspend its rules and take statutorily authorized action overriding previously adopted policy.

e. Board meetings will be conducted with the expectation that all board members have read the board meeting packet.

f. The board will not, as a general rule, take action on any item which is not on the agenda or for which background information is not provided in the board meeting packet.

g. Unscheduled speakers at board meetings are asked to provide written information on a blue card provided for that purpose. This includes their

name, the organization they represent (if any), and the topic of concern. Such speakers will be limited to three minutes.

IV. POLICY TYPE: GOVERNING PROCESS

H. POLICY TITLE: *BOARD COMMITTEES (Approved 7/16/03)*

Board committees, when used, will be assigned to reinforce the wholeness of the board's job and not to interfere with delegation from board to president.

IV. POLICY TYPE: GOVERNING PROCESS

I. POLICY TITLE: *ANNUAL BOARD CALENDAR (Approved 7/16/03; modified 12/14/05)*

The board of trustees will establish and follow an annual calendar that is linked with district and college planning and reporting cycles, and includes:

1. A review of Ends policies

2. Board education and study sessions needed to ensure informed decision-making

3. Scheduled monitoring reports necessary to assure executive performance

4. The board evaluation

   a. Board Meeting Evaluation
   b. Board Self-Evaluation

5. The president's evaluation

IV. POLICY TYPE: GOVERNING PROCESS

J. POLICY TITLE: *BOARD EDUCATION AND TRAVEL (Approved 7/16/03)*

The board is committed to continuing improvement of its functioning and the skills and knowledge of individual members. Therefore:

1. Candidates for the board shall be provided information about the roles and responsibilities of trustees, as well as about the college.

2. Orientation to new members shall be provided.

3. Board and individual trustee education may include board retreats, informational board meetings, attendance at state and national conferences, and readings on trusteeship.

4. The board shall oversee the board travel budget. Board members shall be recompensed for legitimate expenses incurred as provided by the travel per diem policy.

IV. POLICY TYPE: GOVERNING PROCESS

K. POLICY TITLE: *BOARD SELF-EVALUATION (Approved 7/16/03; modified 12/14/05; 6/19/13)*

In order to continue to improve its ability to govern wisely, the board is committed to continuing evaluation of its performance and progress.

Date_____

Instrument
Annual Board Self-Evaluation of the Governing Board
Central Wyoming College
Revised 7/15/08

Respond to the following statements on a range between 1 'Strongly Agree' to 5 'Strongly Disagree' Circle the number of your choice.	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
1. I understand the mission of Central Wyoming College.	1	2	3	4	5
2. The Board as a whole understands the College's Mission.	1	2	3	4	5
3. The published Mission Statement is appropriate.	1	2	3	4	5
4. I understand how College policy is recommended and established.	1	2	3	4	5
5. The Board cooperates with the President to define their respective roles.	1	2	3	4	5
6. The Board has defined its expectations for the President and delegates appropriate authority for College operations.	1	2	3	4	5
7. The Board appropriately supports the President.	1	2	3	4	5
8. The Board evaluates the President.	1	2	3	4	5
9. The Board maintains a well-defined job description for the President.	1	2	3	4	5
10. The Board annually develops goals and objectives that are used in the evaluation of the President.	1	2	3	4	5
11. I am satisfied with the procedures for the evaluation of the President.	1	2	3	4	5
12. The Board works to achieve the goals and objectives of the institution.	1	2	3	4	5
13. The Board works appropriately to build a positive image of Central Wyoming College in the community.	1	2	3	4	5
14. I understand the College budget process.	1	2	3	4	5
15. The Board works to secure and provide adequate financing.	1	2	3	4	5
16. The Board has established a helpful rapport with state and federal legislators.	1	2	3	4	5
17. The Board is familiar with the economic vitality and the educational needs of the community.	1	2	3	4	5
18. The Board encourages long-range planning.	1	2	3	4	5
19. The Board annually assesses its own performance.	1	2	3	4	5
20. The Board operates ethically without conflict of interest.	1	2	3	4	5
21. The Board insures and maintains the physical plant adequately.	1	2	3	4	5
22. The Board meets its legal responsibility as the last court of appeal.	1	2	3	4	5
23. The Board provides a means of obtaining input from employee groups.	1	2	3	4	5
24. I refer individual complaints and concerns to the College president.	1	2	3	4	5
25. New Board members receive an adequate orientation.	1	2	3	4	5
26. I am knowledgeable about state and national college issues.	1	2	3	4	5
27. Board meetings comply with state laws.	1	2	3	4	5
28. Board meetings allow appropriate input from all Board members.	1	2	3	4	5

29. Board meetings allow appropriate input from College staff.	1	2	3	4	5
30. Board meetings allow appropriate input from students.	1	2	3	4	5
31. Board meetings allow appropriate input from citizens.	1	2	3	4	5
32. The Board receives adequate information for making appropriate decisions.	1	2	3	4	5
33. I prepare adequately for meetings.	1	2	3	4	5
34. I believe my fellow Board members prepare well for Board meetings.	1	2	3	4	5
35. Board members support the majority vote of the Board.	1	2	3	4	5
36. Minority Board opinions are respected and considered.	1	2	3	4	5
37. Disagreements between Board members are handled professionally.	1	2	3	4	5
38. The Board sufficiently studies policy proposals before adopting them.	1	2	3	4	5
39. The Board is committed to protecting the public interest.	1	2	3	4	5
40. The Board sets annual institutional priorities.	1	2	3	4	5
COMMENTS:					

BOARD MEETING EVALUATION:

1. I read the board meeting packet and was prepared for this meeting.

   Completely ***Not at all***

   5 4 3 2 1

   Were other board members prepared for this meeting?

   5 4 3 2 1

2. Was sufficient background material provided early enough for a thoughtful review?

   5 4 3 2 1

3. Did the meeting start on time?

   5 4 3 2 1

4. Were the most important items at the front of the agenda?

   5 4 3 2 1

5. Did I learn something important that affects the future of the college at this meeting?

   5 4 3 2 1

What was it?

6. Were all board members encouraged to participate?

7. How could this meeting have been improved?

Other comments:

IV. POLICY TYPE: GOVERNING PROCESS

L. POLICY TITLE: *WYOMING PUBLIC BROADCASTING SERVICE EDITORIAL MISSION POLICY (Approved 10/17/07)*

EDITORIAL MISSION

Wyoming PBS is dedicated to the production and distribution of quality documentary programming about Wyoming and subjects affecting the people in this state and beyond. Wyoming PBS producers are trusted to craft entertaining and informative content that informs, entertains and challenges viewers.

For purposes of this policy, Wyoming PBS shall be referred to hereinafter as "WPBS." Also, there may be exceptions to this policy in the case of "contract productions", when WPBS may contract with another entity or agency to produce a program or series of programs, and under those contracts, WPBS may or may not have total editorial control of the productions. In general, however, all productions with a WPBS copyright in which WPBS does maintain editorial control, and which is designed for broadcast or other media distribution by WPBS, will be held to the following best practices for editorial standards.

EDITORIAL STANDARDS

These guidelines represent a distillation of the standards and practices that have helped nonfiction producers in the past. Producers are encouraged to seek the advice or guidance of the Executive Producer or station management when in doubt.

FAIRNESS

1. All of the nonfiction programs produced by WPBS rest on the expectation that WPBS producers, whether salaried or on contract, are interested in honest inquiry into the subjects selected for documentary production and will approach the making of programs with an open mind. Since publication of truthful, accurate information is a requisite of WPBS nonfiction, locally-produced programs, it should be clear that willful misrepresentation or falsification of program content will be considered unprofessional conduct and will carry the severest consequences.
2. In the pursuit of truthful information, the WPBS producer must be sensitive to issues of fairness, and the appearance of fairness, if the program is to have credibility. Truth is an elusive combination of fact and opinion, of reason and experience. We ask for the viewer's trust. In turn, we promise that the subject matter and the people in the program will be treated fairly.
3. When there are conflicting viewpoints or opinions on subjects treated within a journalistic program, fairness does not require that equal time be accorded to

conflicting opinions. However, it does require the acknowledgment of, and responsible statement of, those conflicting opinions.

4. All producers must have a fact-checking procedure at the completion of the program in which every line of narration, soundbite and image is checked for the accuracy of any factual assertion.

FUNDING A PROGRAM

5. Best practice dictates that producers should be distanced from potential funders to the greatest extent possible. Once a project is funded, producers should try and avoid contact with funders except for promotional purposes. The editorial integrity of a program demands that the funder not become a part of the editorial process. If it becomes necessary for a producer to interact with a funder at any point in time, it is appropriate to discuss the importance of the issue, the amount of research done, possible approaches to stories, and a producer's qualifications to make the documentary.

6. It is inappropriate to promise to include or exclude particular information or characters; it is inappropriate to promise to give more or less weight to any particular aspect of a program; and it is inappropriate to commit to a particular film or program architecture.

EDITING AND POST PRODUCTION

Edit to Compress, Not Distort

7. WPBS relies on the honesty of the individual producer in editing any programs, program segments, or any other interstitial element to be aired or distributed as a WPBS production.

8. It should be the objective of the editing process to collect and order all significant facts in a manner that fairly portrays the subject. Whether or not this objective has been achieved cannot be known simply from looking at the result. Thus, a producer might ask him/herself, would he or she be able to defend a particular cut if others had access to the original materials.

Consider Diversity in Sources

9. Producers are free to exercise their editorial judgment as to which characters are best suited to advance a story line and which sources are best able to present the information the program seeks to deliver. However, we encourage producers to consider diversity in race, ethnicity and gender as a positive value in choosing whom to present.

Do Not Alter Still Photos

10. Photos used in public affairs programs should not be altered. Altering involves adding, subtracting or rearranging the elements in a photo and should not be done without disclosure to the viewer.

11. However, some techniques commonly used with stills are not considered alterations. These include: camera moves, cropping, color enhancement, highlighting a portion of a photo, computer layering, etc.

Use Computer Generated Imaging (CGI) with Care

12. The power of the computer to alter and create images offers many opportunities to enhance all forms of communication. In the nonfiction world, however, there is danger that the computer can be used to create images and graphic effects that cross the boundary between creative license and misrepresentation. Misrepresentation can occur when images are presented as "real" when, in fact, they are artificial. If a viewer could reasonably believe the images created by CGI are real, then the technique should be avoided. Disclosure to the viewer is recommended with any type of re-creation, whether CGI, dramatic or some combination.

Do Not Pre-Screen for Interested Parties, but be Prepared for Legal Review

13. The broadcast, or, if approved by WPBS, the pre-broadcast release of a program at a film festival or theater, must be its first publication. Pre-screenings for reviewers and the showing of samplers and occasionally the whole program for publicity purposes, if approved by the Executive Producer or WPBS management, are established practices, but those are the only recognized exceptions to a firm rule that prohibits others--and most especially participants and funders--from seeing a program before its first publication.

14. Producers should anticipate a legal as well as editorial review of their work. Legal review may deal with the issue of "fair use" of copyrighted material, so all material must meet the "fair use" tests, and all necessary logs, credits and releases must be secured.

15. All materials generated and gathered during WPBS production are the property of the producers and sources. No production materials are available for review to anyone outside the WPBS production team.

Conflict of Interest

16. Any employee of WPBS with a content-related role in a WPBS production who has a material interest – financial, family, political or personal – in a subject of primary or secondary relevance to the documentary must disclose that interest to the producer and the station manager, who will judge whether that interest represents a conflict of interest. If in the judgment of the producer and the station manager the conflict is substantial, the employee will not participate in the production; in other cases, the producer must disclose any institutional

conflict of interest to the audience. If a potential conflict involves the producer or the station manager, and is deemed substantial, that person shall not play a content-related role in the production.

Any on-camera participant in a WPBS production who has a material interest, as defined above, in a subject of primary or secondary relevance to a documentary in which he/she appears, is asked to declare that interest, and if the producer and/or station manager deem it a conflict of interest, it must be disclosed to the audience.

Do not Accept Gifts

17. As a general rule, WPBS should pay the expenses of its producers and staff, and those employees should be insulated from the fundraising that generates WPBS funds. However, to defray costs, producers may negotiate deals for free or reduced airline, hotel, car rental and other services in exchange for a 'special thanks' credit. If the entity offering the discount or free service stands to benefit in any material way from the manner in which editorial material is presented in the production, no such arrangements will be allowed.

IV. POLICY TYPE: GOVERNING PROCESS

M. POLICY TITLE: *WYOMING PBS DIVERSITY POLICY (Approved 10/17/12)*

Wyoming PBS is committed to treating all people with dignity and respect. It strives to create and foster a work environment in which all individuals can perform effectively. Wyoming PBS is committed to implementing practices which encourage the recruitment, hiring and retention of a diverse workforce and leadership team.

A. Board of Trustees and Advisory Boards. Wyoming PBS is a service of Central Wyoming College a public institution of higher education governed locally by the Fremont County Community College District through a board of elected trustees. The strategy for representation on the Board of Trustees is to educate the community at-large to elect a diverse group of individuals who are reflective of the broader community. The strategy for representation on advisory boards is to recruit well-qualified community leaders from a cross section of the population to be recommended to the Governor for potential appointment.

B. Employment and Student Work Study. Wyoming PBS strives to maintain a diverse workforce. To this end, it follows the Non Discrimination and Equal Employment Opportunity policies of the College, which are attached to this policy as Appendix A. In addition, when recruiting for applicants, Wyoming PBS utilizes a broad range of recruitment sources to ensure that employment opportunities are promoted to a diverse group of potential, qualified applicants. Furthermore, Wyoming PBS provides student employment opportunities for students of the College with an interest in Broadcasting.

C. Education and Training. Wyoming PBS extends periodic, but not less than annual, training and education opportunities to its board and staff to enhance the awareness and understanding of diversity issues.

D. Program Oversight and Monitoring. The General Manager, the Community Advisory Board and the College's Board of Trustees annually review compliance with the College's Non Discrimination and Equal Employment Opportunity Policies and other workforce diversity matters to encourage best practices and to evaluate the overall effectiveness of equal employment opportunity and diversity policies.