



BOARD OF TRUSTEES HANDBOOK

2025-2026

TRUSTEESHIP AT A GLANCE

A GUIDE TO SUCCESS

As I fulfill the responsibilities of being a Trustee, I shall strive to remember that:

- I am a member of a citizen board. I represent the public's interests.
- I am a member of a team. I know that the board has power only as a unit and I have no authority as an individual Trustee.
- We make policies that establish institutional goals and define ethical and legal limits for college operations. We do not administer the college.
- We hire and evaluate the President as the institutional leader.
- We ensure institutional performance by monitoring progress toward the goals and student learning outcomes.
- We ensure fiscal soundness and stability through our fiscal policies and auditing processes.
- We set high standards for personnel hiring and performance.
- We act as a bridge and buffer between the college and the community we serve. We advocate on behalf of the College.
- Through our policies and actions, we establish a climate which encourages innovation, integrity and professionalism.
- I am responsible for contributing to the effectiveness of the governing board. I seek opportunities to increase my knowledge and abilities as a Trustee.

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INTRODUCTION

The Kansas City Kansas Community College Trustee Handbook has two main purposes. First, it is designed to serve as an orientation and resource guide to new and existing Trustees of the College. It should be used as a supplement to and not a replacement of KCKCC Policy, the KCKCC Strategic Plan, or various state laws and regulations that guide the management and operations of KCKCC. It is not intended to replace any existing Board-approved documents that define and guide the operations of the College.

Secondly, the Kansas City Kansas Community College Trustee Handbook is intended to assist the Trustees of the College and improve their understanding of the College as part of the national, state and local environment in which the College operates and serves the local community. The intent of the Trustee Handbook is to address the specific and unique needs of the Kansas City Kansas Community College and its Board of Trustees.

History

The history of the community college in Kansas dates back to 1917 when the Kansas Legislature authorized any city of the first or second class to “provide for an extension of the high school course of study.” Local school boards established a two-year advanced course prescribed for accredited high schools by the State Board of Education. In 1919, four cities elected to take advantage of this legislation and public junior colleges were established at Fort Scott, Garden City, Holton, and Marysville. Holton and Marysville gave up after a short period, thus they have the dubious distinction of the only Kansas public two-year colleges that have perished.

Junior colleges in Garden City and Fort Scott were joined by Arkansas City in 1922; Coffeyville, Iola, Kansas City, and Parsons in 1923; Independence in 1925; El Dorado in 1927; Hutchinson in 1928; Dodge City in 1935 Chanute in 1936; and Pratt in 1938. Also in 1938, Highland, established in 1858 as a private college and one of the oldest institutions of higher education in Kansas, was reorganized as a public junior college under state laws.

The 1960’s brought about the establishment of five more colleges as part of the comprehensive community college movement that was sweeping the country. Colby was established in 1964; Barton County and Cloud County in 1965; and Johnson County and Seward County in 1967.

The Kansas Association of Public Junior Colleges, the historical forerunner of the Kansas Association of Community College Trustees, was established in 1922 by C.E. Vinsonhaler, Superintendent of the Garden City Schools, and M.M. Rose, Superintendent at Fort Scott. According to Mr. Vinsonhaler, Mr. Rose decided that the junior colleges (there were only two at the time) should have a state association, so they organized one. As Vinsonhaler put it, “I elected Mr. Rose president and he elected me secretary-treasurer. It was practically unanimous and very harmonious.”

Kansas City Kansas Community College grew in line with the community college movement of the mid-20th century. The College moved rapidly to address the emerging education, training, and community service needs of Wyandotte and Leavenworth counties. The local community college accepted its unique and historical responsibility to provide open access, low cost admission to the range of citizens seeking education beyond high school without regard to race, ethnicity, or national origin, gender, age, disability, sexual orientation, prior educational status, or any other unreasonable basis for discrimination.

The emphasis on access to a community college education is one of the basic educational values at KCKCC and is a major reason that fees have remained low over the years. As a county education institution, the College offers affordable courses and programs for adults and youth in its recruitment and service area.

Enrollment in KCKCC is open to any person with a high school diploma or any person 18 or over who can benefit from instruction. Concurrent enrollment of high school students is permitted according to agreements reached between the college and local school districts.

Kansas Association of Community Colleges (KACC)

Leadership and coordination of Kansas community colleges rests at the state level with the Kansas Board of Regents (KBOR), and the statewide leadership provided through the Kansas Association of Community Colleges (KACC). The KBOR provides coordination and management supports for the Kansas system. The KACC provides an independent leadership voice to the Kansas Legislators for Kansas' community colleges through the leadership of the trustees of local community colleges throughout the state.

Kansas has 19 two-year community colleges. The 19 colleges are members of the KACC located in Topeka, Kansas. The KACC, through the leadership of an executive officer and small staff, supports the legislative work of Kansas community colleges and the development activities of local trustees at the state and national level. The KACC office works cooperatively with regional and national ACCT structures to guide and support the development of trustees and local community college organizations. The KACC provides an independent voice for local trustees and colleges with the state legislature, congressional lawmakers, and the general public on matters related to community colleges.

The KACC Board of Directors is made up of locally designated trustees so that the interests of the 19 community colleges in Kansas are represented in state board deliberations and legislative actions. Kansas City Kansas Community College designates one of its trustees to represent the college on the KACC Board.

The Kansas Higher Education Coordination Act – 1999

The 1999 legislature passed the Kansas Higher Education Coordination Act, more commonly known as **Senate Bill 345**. The purpose of the Act was to bring about major improvements in the coordination of Kansas postsecondary education – Kansas universities, colleges, community colleges, and technical education institutions. In addition to continuing its historic, constitutional role as governing board of the six state universities, the Kansas Board of Regents was given duties and responsibilities for state-level supervision of community colleges, technical schools, and other postsecondary programs previously under the purview of the State Board of Education.

Culture of Collegiality – College Senate

Kansas City Kansas Community College is a collegial higher education institution. Because the culture of higher education institutions is based on the concept of professionalism and mutual trust, efforts to share responsibilities and accountability for student learning and the achievement of institutional mission, consensus building is a priority for all institutional decisions, including policy making. This commitment is true in principle even if in practice it is not always possible to achieve. The Board of Trustees must always seek to reconcile the principle of collegiality and separate interests. It is the Board's responsibility in complying with state law to make decisions where accountability is required.

The College Senate is a representative body in which various constituencies participate in decision-making. Deans, faculty, staff, and students comprise the Senate. The KCKCC College Senate, approved in policy by the Board of Trustees, seeks to ensure maximum collegial consultation on all important decisions, including policy issues scheduled to come before the Board of Trustees for consideration and action.

It is not always possible to resolve competing positions between parties. Individuals and groups (representative of organizations) often hold strong positions regarding deeply held beliefs, values, or perceptions related to right and wrong answers to complex problems. Even where there are clear policy statements or principles that govern a situation, common ground is difficult to find. Structured approaches (rules of negotiations) are required to properly address differences or conflict situations.

Often with specialized assistance beyond the leadership of the College Senate, the Board of Trustees, the college President, and executive management team (President's Cabinet) should establish strategies and problem-solving approaches as part of the basic training and development program of the College. The College should utilize faculty with professional skills related to conflict resolution and negotiations in addressing this important area.

Statement of KCKCC Trustee Mission and Commitment

Kansas City Kansas Community College Board of Trustees' commitment to excellence in educational opportunities for all members of KCKCC's diverse community is evidenced by offering: degrees and certificates that meet student goals and preparation for graduation from KCKCC and transfer to four-year colleges/universities; workforce education; basic skills improvement; intellectual and physical development; lifelong learning; and cultural enrichment.

As elected citizens in leadership roles for the College, the Kansas City Kansas Community College Board of Trustees (Board), individually and collectively, will support and advocate for the mission of the College as a responsible governing Board.

KCKCC Mission

The mission of Kansas City Kansas Community College is to inspire individuals & enrich our community one student at a time.

Kansas City Kansas Community College seeks to fulfill its mission by providing:

- **An educational environment** that encourages a strong commitment to high academic standards that sustains and advances excellence in learning and encourages challenging, innovative, and varied programs, teaching methods, and delivery systems; enhances student intellectual and social development to the fullest extent possible; and stresses the attitudes, behaviors, responsibilities, and skills required for effective learning and citizenship in a multicultural democracy.
- **Transfer education** in the liberal arts and sciences that enables students to pursue a baccalaureate degree.
- **Career education** in a technical or professional field that enables students to achieve a certificate and/or associate degree.
- **General education** and support services that expand students' social, cultural, ethical, and intellectual horizons through the investigation of the liberal arts and sciences.
- **Continuing education** that enables students to achieve and maintain workforce credentials, enhance personal growth, and experience cultural enrichment.
- **Developmental education** courses that enable faculty, staff, and students to improve basic learning skills in reading, writing, and mathematics to make satisfactory progress toward educational objectives.
- **Community services** that offer cultural and recreational activities; provide access to college facilities; and serve as a planning, research, and resource center to the college's varied communities.

- **Education and support services** that are responsive to the needs of KCKCC's service area, educational systems, business and industry, community agencies, and other post-secondary institutions.
- **Student support services** that assist students in achieving their educational objectives through quality advising, counseling, financial aid, enrollment services, job placement services, and tutoring.
- **A multicultural environment** that reflects and respects diversity and seeks to increase understanding and appreciation of differences.
- **Administrative and institutional support services** that continuously assess and evaluate college policies, procedures, and practices to ensure that the College is fulfilling its mission and achieving its purposes.
- **Activities** that encourage student and community involvement geared to broaden occupational, social, political, cultural, aesthetic, athletic, and recreational interests.
- **A campus environment** that promotes the teaching and learning process through accessible, comfortable, safe, and well-maintained facilities.

KCKCC Vision

The vision of Kansas City Kansas Community College is to be a national leader in academic excellence & partner of choice in the communities we serve.

KCKCC Values

Kansas City Kansas Community College commits itself to:

- An appreciation for multicultural education, respect diversity and the enhancement of positive relationships among its students, faculty, staff, and the larger community.
- The development of a caring and concerned community based upon the principles of fair treatment, open communication, and cooperative efforts.
- Accessible, affordable, convenient opportunities designed to serve the interests and needs of our students and communities.
- High academic standards and high expectations for faculty and student performance through accountable, value-added experiences.
- Alternative support programs and services to assist students in reaching their goals.
- An openness to innovation and change at every level and in every unit throughout the College and its campuses.
- An emphasis on quality through efficient, effective, fiscally responsible education and services and on-going professional development.

ARTICLE I – ORGANIZATION OF THE COLLEGE

Section I – Organization

The name of this legal entity shall be the Kansas City Kansas Community College with taxing authority in Wyandotte County, serving both Wyandotte and Leavenworth counties.

The Kansas City Kansas Community College district shall include the total service area first designated by the Kansas State Department of Education and later adopted by the Kansas Board of Regents which includes the Wyandotte and Leavenworth counties, and therein shall be established, organized, and maintained as an educational institution in conformity with the laws relating to the operation of Kansas Community Colleges and with the State Plan for Community Colleges as developed by the Kansas Community College Advisory Council and adopted by the State authority.

Kansas City Kansas Community College is a public, urban, open-door, and comprehensive community college committed to excellence in higher education, primarily in its service area of Wyandotte and Leavenworth counties.

The Kansas City Kansas Community College encompasses the Unified School Districts of Basehor-Linwood (District 458); Bonner Springs (District 204); Kansas City, Kansas (District 500); Lansing (District 469); Leavenworth (District 453); Piper (District 203); Tonganoxie (District 464); and Turner (District 202).

The Kansas City Kansas Community College encompasses approximately 800,000 square feet and offers classes at several sites: at its main campus located at 7250 State Ave., Kansas City, KS 66112; The Dr. Thomas R. Burke Technical Education Center, 6565 State Ave., Kansas City, KS 66102; KCKCC Automotive Technical Center, 6736 State Ave., Kansas City, KS 66102; Pioneer Career Center, 1901 Spruce St., Leavenworth, KS 66048; and in selected sites at high schools in Wyandotte and Leavenworth counties.

Section II – Legal Designation

The legal designation of the governing Board of Trustees shall be “The Board of Trustees of Kansas City Kansas Community College,” and it shall possess the usual powers of corporation for public purposes as is consistent within the Statutes of the State of Kansas.

Section III – Election

The Board of Trustees shall consist of seven members to be nominated and elected in conformity with existing state laws and regulations which are applicable. Usually this will be accomplished by the qualified voters of the district at the Wyandotte County general election in November on each odd numbered year. Terms of office shall begin on the second Monday of January following the election. A term of office is four years.

Section IV – Officers

The Board of Trustees shall, at the first regular meeting in January of each year, organize by electing a Board Chair and Vice Chair from the members, each of whom shall serve until a successor is elected. At this meeting, the Board of Trustees shall also elect a Secretary for a term of one year, and a Treasurer to serve at the pleasure of the Board of Trustees. The Secretary and Treasurer shall not be the same person. The Board of Trustees shall also make arrangement for the employment and retention of legal counsel, annually, to assist them when and where needed.

Section V – Board Functions

Set Policy

The most important responsibility of the Board is to make and approve policy, which then provides guidance for college staff. Policy consists of broad statements that define general direction and acceptable practice.

Trustees represent community interests by establishing policies that provide direction for the college.

Employ the Chief Executive Officer – President

The Board of Trustees employs a President who shall be the Chief Executive Officer for the operation of the College in conformity with the adopted policies of the Board of Trustees.

The Board:

- Selects and retains a President who is the best fit for the needs of the College and with whom there is mutual trust with the Board.
- Establishes appropriate lines of authority and delegation.
- Defines clear parameters and expectations for performance.
- Provides a mutually beneficial contract.
- Maintains open communication.
- Conducts regular evaluations.
- Supports the President.

In the event of the absence of the President due to illness, business, or any other reasons, the authority, responsibility, and duties of President, as is indicated in the KCKCC Policy Handbook, shall be assigned to a member of the President's Cabinet for the period of such absence and until the return of the President to his/her normal duties. Such assignment may be made by the President or the Board of Trustees.

ARTICLE II – MEETINGS OF THE BOARD OF TRUSTEES

Section I – Meetings

The regular monthly Board of Trustees meeting shall be held at a time and day determined by the Board in a space at the college to be designated by the Trustees. Additional meetings of both a regular and special nature may be scheduled at the discretion of the Board of Trustees as a whole, the Board Chair, or any two members of the Board of Trustees requesting such a meeting. Written notice stating the time, place, and purpose of any special meeting shall be given to each member of the Board at least two days in advance of any meeting, unless waived. For purposes of this provision, written notice may be provided via email, facsimile copy, or other electronic means. All such meetings will be subject to the conditions as defined in the Kansas Statutes. The Board of Trustees may recess any meeting for specific reasons such as executive sessions, etc., within limitation established by Kansas State Statutes.

Section II – Quorum

A majority of all members of the Board of Trustees shall constitute a quorum for the transaction of business. When a quorum is not present for any meeting, two or more members may meet and adjourn to meet at a specified future time. Any resolution passed must do so through the use of procedures which are consistent with Kansas Statutes. All official actions of the Board of Trustees shall be taken by a majority present and voting unless a greater number is required by law.

Section III – Order of Business

At all regular and adjourned meetings, the following orders shall be observed in disposing of business before the Board of Trustees: (1) Call to order and Pledge of Allegiance; (2) KCKCC Mission statement; (3) Roll call; (4) Approval or amendment of the meeting agenda; (5) Audience to patrons and petitioners; (6) Recognitions and presentations; (7) Reading of communications; (8) Report of Board Committees; (9) Approval of consent agenda, which shall include the approval of the minutes, approval of recommendations from the Vice President of Finance and Operations, and approval of Human Resources actions; (10) Report of Student Senate; (11) Report of the President; (12) Report of the Executive Vice President; (13) Report of Vice President of Academic Affairs; (14) Report of Vice

President of Enrollment Management and Student Services; (15) Report of Vice President of Finance and Operations; (16) Report of Vice President of Marketing and Institutional Image; (17) Unfinished Business; (18) New Business; (19) Adjournment.

Section IV – Call to Order

At each meeting, the Board shall be called to order by the Board Chair, or, in his/her absence, by the Vice Chair, or in the absence of both the Board Chair and the Vice Chair, by any member, when a Board Chair pro tempore shall be elected. The Secretary shall record the names of the members present and absent.

Section V – Budget

The Board of Trustees shall, on or before the first regularly scheduled meeting in July of each year as it so directs, receive from the President, a full and complete estimate of the needs of the College for the next fiscal year and with these estimates in view, the Board of Trustees shall cause to be prepared a full and complete budget according to Kansas Statutes.

Section VI – Adoption, Suspension or Amendment of Policies

Pursuant to K.S.A. 71-201 (ks.revisor.org), and, subject to any statute limitation or Kansas Board of Regents regulation which may apply, the Board of Trustees adopts the policies governing the college. These policies may be suspended or amended at the discretion of the Board of Trustees. The procedure which will be followed in such suspension or amendment shall be as follows: (a) Suspension - These policies may be suspended at any meeting by a vote of four or more members. (b) Amended - These policies may be amended by a majority of members at a regular meeting of the Board of Trustees following notification of desire to amend at a preceding regular, or special, meeting.

Section VII – Rules of Order

Modern Rules of Order will be followed in all meetings of the Board. The Board shall conduct business only when the Board is in open session at a regular or special meeting and a quorum of its members is present. Decisions by the Board shall be recorded in the minutes of the meeting, including dissenting votes. Once a decision is made, it is binding on the Board, the President, and the College.

ARTICLE III – DUTIES OF TRUSTEES/ADMINISTRATION

Duties and Responsibilities of the Board of Trustees

Responsibilities

Make sincere efforts to work with others on the Board in a cooperative, collegial manner, and abide by principles that contribute to Board effectiveness: respect, consideration of others, and seriously approach the responsibilities of trusteeship.

General responsibilities include:

- **Preparation** – Preparing for Board meetings, particularly for new members, requires a significant amount of time studying Board materials, learning college history, mission and culture, and becoming aware of the trends that affect community college education and education in general. They prepare for Board meetings by thoroughly reading the agenda and asking questions of the President and other Board members to clarify items and gain background information.
- **Involvement** – Effective Trustees show their support for the College by attending College events and visibly supporting the College in the community. They support fundraising efforts, and may contribute to the Foundation to the best of their ability. They advocate for the College in the community and with local, state, and national officials.

Trustee involvement, however, should not extend into the day-to-day life of the college. Trustees should not be on campus to a degree that is perceived as interfering or micromanaging college activities.

They should not ask special favors of staff members or attempt to direct staff activities.

- **Education** – Attending conferences and seminars enhances boardmanship skills and knowledge about policy. Seeking out and being aware of community needs and interests leads to better representation of the community.
- **Mindset** – Effective Trustees are concerned about the future of the college and external issues and trends. They support innovation and risk-taking in the College and by College leadership. A sense of self-discipline is critical. It is sometimes easy to react quickly to agenda items and situations, rather than take the time to assess the most appropriate course of action and determine the appropriate role of the Board. A sense of self-discipline is critical.
- **Communication** – Open, straightforward, tactful communication builds trust, “no surprises” is a cardinal rule. Publicly communicating one’s support for and confidence in the President and executive team builds a strong President/Board partnership. Questions and concerns expressed by community members and staff should be referred to appropriate lines of authority.

- **Conflicts of Interest** – Public officials have a conflict of interest when they use the position to influence a policy decision that will affect their financial interest in material ways. Effective Trustees are scrupulous about avoiding even the perception that there are conflicts of interest. They are aware that appearing to act to benefit their own interests (or those who are close to them) at the cost of the College will harm their credibility and trustworthiness.

Legal Responsibilities (Refer to Appendix C)

1. The Board of Trustees has full legislative and judicial authority over the College in accordance with the Statutes of Kansas but may delegate all executive, supervisory, and instructional authority to its designated employees as hereinafter specified.
2. The Board of Trustees may transact business which is legally binding only when it is in session with a quorum present and when its proceedings are recorded in the minutes of the meeting.
3. The Board Chair, or in his/her absence, the Vice Chair or Chair pro tempore, shall preside at all meetings of the Board of Trustees, declare all votes and perform such duties as are provided by law. The Board Chair shall strictly enforce the adopted policies of the Board of Trustees, sign all documents, and contracts ordered by the Board of Trustees.
4. It shall be the duty of the Vice Chair to perform the duties of the Board Chair in case of his/her absence or his/her inability to act.
5. Any committee as named by the Board Chair shall have the responsibility of investigating or seeking information and shall report to the Board of Trustees for its consideration and action. Committee action shall be advisory and not executive.
6. Any committee or special committee may be granted power to act in any specific case by vote of the Board of Trustees in session and such committee action shall be reported for confirmation by the Board of Trustees at the next following regular or adjourned meeting.
7. The duties of the Secretary of the Board of Trustees shall be as follows:
 - (a) To keep records of all meetings of the Board of Trustees.
 - (b) To sign all legal documents of the Board of Trustees.
 - (c) To notify members of the Board of Trustees of all meetings.
 - (d) To send each member of the Board of Trustees, prior to the meetings, an agenda for the meeting.
 - (e) To post legally required notices of all meetings of the Board of Trustees as required by statute.
8. The duties of the Treasurer of the Board of Trustees shall be as follows:
 - (a) To receive, hold in custody, and expend all funds as directed by the Board of Trustees' action.

- (b) To furnish a bond in accordance with state law and within the terms satisfactory to the Board of Trustees.
 - (c) To report to the Board of Trustees all his/her transactions of funds as Treasurer.
 - (d) To sign all documents for all necessary financial transactions which are by statute or Board of Trustees direction, inherent within the position of Treasurer.
 - (e) Such other duties as the Board of Trustees may prescribe.
9. The duties of the attorney of the Board of Trustees shall be that of acting as counselor for the Board of Trustees, its committees, and its officers in legal matters relating to the Board of Trustees' affairs.
10. The following calendar suggests the Board of Trustees' schedule for considering major items of business:

- | | |
|------------|---|
| July: | Approve Notice of Public Hearings
Approve Proposed Budget for Publishing
Approve Designation of Official Depositories
Receive Academic Master Plan Annual Update
Receive Information Technology Master Plan Annual Update
Plan Biannual Board Retreat |
| August: | Biannual Board Retreat (Quarter 3)
Review Draft Board Handbook
Review Board Goals
Hold Public Revenue Neutral Rate Hearing
Hold Public Budget Hearing
Formal Approval of Budget
Publish Approved Budget
Receive KCKCC Annual Report
Receive Academic Program Review Annual Report |
| September: | Approve Board Handbook
Approve Board Goals
Approve Master Contract
Board and Student Senate Annual Meet and Greet
Receive Strategic Plan Biannual Update
Receive Ruffalo Noel Levitz College Employee Satisfaction Survey (Odd Years)
Receive Marketing Plan Annual Update
Receive Office of Institutional Effectiveness Annual Update |
| October: | ACCT Leadership Congress Conference
Approve SB155 Special Course Fees
Receive Assessment Annual Report
Receive Athletic Teams Annual Update
Receive Student Holds Annual Report
Receive Preliminary Audit and Financial Compliance Annual Reports
Receive Benefits Annual Update
Receive Security and Safety Annual Report |
| November: | Board Annual Food Drive
Receive Academic Affairs Biannual Program Highlight
Receive Community College Survey of Student Engagement (Odd Years)
Receive Community College Faculty Survey of Student Engagement (Odd Years)
Receive Ruffalo Noel Levitz Student Satisfaction Inventory (Even Years)
Approve Audit and Financial Compliance Reports |

- December: Chair Begins Evaluation Process for President
 Approve Academic Calendar
 Receive Higher Learning Commission Annual Update (As Needed)
 Candle Lighting Ceremony
 President's Annual Open House & Holiday Party
- January: Board Officer Elections
 Appointment of Secretary and Treasurer
 Employment of Legal Representation
 Designation of Official College Newspaper
 Designation of Freedom of Information Officer
 Signature of Ethical Conduct Policy
 Signature of Confidentiality and Non-Disclosure Obligations Policy
 Discussion of Board and College Committees, and Delegate Assignments
 Plan Biannual Board Retreat
 Exchange Letters for Master Contract Negotiations
 Receive KBOR Academic Year Performance Annual Report
 Receive Proposed Budget Calendar
 Receive KCKCC Foundation Biannual Update
- February: Board and College Committees, and Delegate Assignments
 Establish Board Committees' Annual Meeting Schedules
 ACCT National Legislative Summit Conference
 Discussion of President's Evaluation and Contract
 Board Biannual Retreat (Quarter 1) – Review Annual Board Progress on Goals and Data Reports
 Approve Tuition, General Fees and Student Housing Fees
 Approve Special Course Fees
 Receive Strategic Plan Biannual Report
 Receive Academic Affairs Biannual Program Highlight
 Receive Budget Mid-Year Adjustment (As Needed)
 Receive Applicant and Hires Data Annual Update
- March: Finalize President's Contract with Compensation
 Receive Student Affairs Division Annual Update
 Receive Cultural Enrichment Center Annual Update
- April: Phi Theta Kappa (PTK) Honors Banquet
 Receive Next Fiscal Year Budget Considerations
 Introductory Discussion of Possible-Intent to Non-Renew Professional Employees
- May: Approve Strategic Plan (Every Three Years)
 Intent to Non-Renew Professional Employees (Final Notice Due 3rd Friday of May)
 Board and College Senate Annual Luncheon
 Review Proposed Annual Board Meeting Schedule
 Engagement of Auditor to Audit All Accounts
- June: Board Budget Annual Workshop (Held as June Board Finance Committee Meeting)
 Board Chair Begins Board Self-Evaluation Process
 Approve Annual Board Meeting Schedule
 Approve Preapproved Contracts
 Discussion of Mill Levy Rate
 Receive Strategic Enrollment Management Plan Annual Update
 Receive KCKCC Foundation Biannual Update

The Role of the Trustee

- Code of Ethics - Each Trustee will affirm his or her support and commitment to the Code of Ethics and to uphold all law, rules, regulations and standards at the highest level attainable. The Code of Ethics will also apply to designated officers of KCKCC, including the President and President's Cabinet.
- Boards set the tone for the entire institution. Through their actions and behavior, Boards can establish a climate in which learning is valued, professional growth is enhanced, and the most important goals are student success and making a difference for the community.
- Trustees provide positive leadership when they focus on futuristic visions for the College, model integrity and ethical behavior, support risk taking, and positively challenge the President, faculty, and staff to model high standards of excellence. They model civility and professionalism when they work well together as a Board and handle conflict constructively. Effective Trustees, as individuals, strive for the "high road;" seek full participation in decision-making; and encourage innovation, leadership, and professional growth.
- The Board will hire the President, the one employee of the Board. The President is the single most influential person in creating an outstanding institution. It is critical that the Board and the President function as a team. While the President is hired to carry out Board policy, the Trustees look to the President for guidance and educational leadership. Selection, evaluation, and support of the President by the Board are vital to the success of the College.
- The Board will advocate for fiduciary responsibility, as defined by governing entities such as the Department of Higher Education (DOE), the Higher Learning Commission (HLC), in all matters pertaining to the College.
- The Board will review and approve the strategic plan, including excellence in student achievement supported by financing, facilities, and human resources.

Further responsibilities include:

- Defining the role and mission of the College.
- Evaluating the President.
- Evaluating the College's performance.
- Approving college plans.
- Establishing tuition rates.
- Establishing tax rates.
- Establishing budgets, approving contracts, and expenditures.
- Setting the tone for institutional leadership.
- Representing the community to the College and the College to the community.
- Advocating on behalf of the College.

Statutory Authority and Responsibility

The Board of Trustees is provided with authority and responsibilities through Kansas law. The following responsibilities are listed in state statutes (See Appendix B):

- Establish rules and regulations consistent with the laws of the state.
- Establish policies for and approve comprehensive, academic, and facilities plans.
- Establish policies for and approve courses of instruction and educational programs.
- Establish academic standards and graduation requirements.
- Approve employment of all personnel and establish employment practices.
- Determine budgets within legal constraints and determine need for tax and bond elections.
- Manage and control college property.
- Establish procedures for effective involvement in the local decision-making process.
- Establish rules for student conduct.
- Establish fees as required by law.
- Accept grants, gifts, and scholarships.
- Provide auxiliary services as necessary.
- Determine the academic calendar.
- Participate in the Kansas Board of Regents consultation process.

Establish Policy

The Board approves policies which provide guidance and direction for the Board and the College administration, faculty, and staff.

Boards have a responsibility to periodically evaluate the policies they establish. Are the policies sufficiently clear? Do they provide adequate direction for President and staff decisions? Do they reflect current and future community values as represented by the elected Trustees? Developing a master calendar for policy review ensures that policies remain current and useful.

Boards also have the responsibility to clearly delegate the authority to implement policy to the President and to support the use of that authority. They assure that Board policy is followed by evaluating the President, reviewing how policies are adhered to, and attending to reports on institutional effectiveness.

Defining Policy

Determining the difference between policy and administration is not always easy. While all Boards agree that they are responsible for decisions at the highest level of policy, studies have found that community college Boards are often involved in making administrative decisions. Boards often find it easier to simply react to staff plans and initiatives than to tackle the complex, difficult process of making good policy.

Policies and Other Documents

KCKCC policies can be found at: www.kckcc.edu/about/policies-procedures

Student Code of Conduct at: www.kckcc.edu/files/doc/student-resources/student-handbook-and-code-of-conduct.pdf

Faculty Negotiated Agreement in MyDotte at: my.kckcc.edu/faculty/Documents/Important%20Documents/KCKCC%20Master%20Contract%20FY-FY2021.pdf

The Use of Policy

When the Board is faced with issues and decisions, one of the first questions should be, “Do we have a policy that addresses this?” If the answer is, “yes,” then the policy guides the Board’s decision. If the answer to the above question is, “no,” then the Board and staff can review the policy implications of the issue or decision, ask for further information and analysis, if necessary, and determine whether or not new policy should be made, and act accordingly.

Board Organization and Practices

Committees – Standing and Ad-hoc

The Board of Trustees may establish standing or ad hoc committees as needed as determined by the Board in consultation with the President. Any Board member or the President may suggest the addition or deletion of standing or ad hoc committees. The final decision to add or delete a committee shall be by normal voting procedure of the Board. While committees may be established by the Board, the Board has determined that it is in the best interest of the College to submit such matters and concerns to a process consisting of broad policy discussions and decisions in the domain of the Board of Trustees with the Board acting as a “Committee of the Whole.” This provides an opportunity for all Trustees to participate in all issues coming before the Board for discussion, planning and possible action.

Assignment of Board members to committees shall be the responsibility of the Chair in consultation with Board members and the President. Board members may request assignment to specific committees, but the final decision regarding assignments rests with the Chair.

In January of each year, the members of standing committees shall determine a meeting schedule for the year. Some committees may need to meet on a monthly basis while others may meet as needed. The scope and urgency of the work should determine the meeting times. Ad-hoc committees will establish meeting dates and times as needed.

Kansas Open Meeting Act (KOMA) requirements apply to committees established by the Board.

Filling Vacancies

A vacancy occurs when a trustee resigns from his/her position before the end of his/her term or a trustee is unable to fulfill his/her duties due to serious illness or death. The Board must then decide whether to provisionally appoint someone to fill the vacancy or to hold a special election.

Legal authority for filling vacancies: Pursuant to K.S.A. 71-201(b)(15), the Board of Trustees is granted power 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.

Procedure for filling vacancies: If the Board desires to fill a vacant Trustee position, the Board shall:

1. Acknowledge, in open session, that a vacancy has occurred;
2. Move and vote to publish a notice in local newspapers stating that the vacancy has occurred and that on a date certain (at least 15 days after the date of the publication), the Board of Trustees will have a meeting where members will make an appointment to fill the vacancy;
3. Publish the notice;
4. Confirm that the notice contains the date, time and place of the meeting to fill the vacancy;
5. Invite persons to submit their names and statements of interest and resumes for consideration by a date and certain time;
6. Schedule a date to review and consider the credentials of persons desiring to fill the trust vacancy. Note: It may be advisable to schedule the meeting date for the filling of the vacancy so there is sufficient time to consider applications and conduct any interviews;
7. Discuss and/or determine, in open session, whether to use a specific method for selecting the new trustee (i.e., interviews by the Board as a whole, a board committee, written application, in accordance with specific criteria, etc.); and
8. Select new trustee, in open session, in accordance with Kansas Open Meetings Law and the Modern Rules of Order.
9. Refer to Appendix D for detail.

The Board Chair

Selection

The Board Chair will be selected at the January meeting for a term of one year. Robert's Rules will be followed to select the officers.

Whoever is selected should be willing to commit the extra energy and time it takes to fulfill the responsibilities as well as have the necessary skills to be effective. It is important to also consider complementary working and leadership styles with the President.

Role of the Board Chair

The Board Chair, as all Board members, has no legal authority as an individual other than that specifically delegated by the Board. Boards should have a policy that describes the role and expectations of the Board Chair. He or she is a member of the Board team, but has greater responsibility to create a positive climate, lead the Board, and work closely with the President.

The Chair's duties and responsibilities include, but are not limited to, the following;

The Chair shall:

1. Act as the Board liaison to the President in hiring, scheduling annual evaluation, salary review and other communication with the Board as appropriate.
2. In consultation with the President and/or other board or committee members, schedule dates, times and location for meetings.
3. Ensure meetings are called and held in accordance with the organizations' mandate, terms of reference to by-laws and state governing laws.
4. In consultation with the President, and/or other board or committee members establish and confirm an agenda for each meeting.
5. Ensure the meeting agenda and relevant documents are circulated to the members of the Board three to five days in advance of the meeting.
6. Officiate and conduct meetings.
7. Provide leadership and ensure individual Trustees and committee members are aware of their obligations and that the committee complies with its responsibilities.
8. Ensure there is sufficient time during the meeting to fully discuss agenda items.
9. Ensure that discussion on agenda items is on topic, productive and professional.
10. Ensure minutes are complete and accurate, retained, included and reviewed at the next meeting.
11. Schedule Board retreats for purposes of planning and policy review.
12. Lead and schedule a periodic Board self-evaluation.
13. Serve as the Board's central point of official communication with the President.
14. Set high standard for board conduct by modeling, articulating and upholding rules of conduct set out in board bylaws and policies. Intervenes when necessary in instances involving conflict-of-interest, confidentiality and other board policies.

Specific areas of responsibility include:

- The Chair presides over Board meetings and ensures that discussion and decision-making are deliberate, orderly, and appropriate.
- The Chair develops the Board team as an efficient body. Trustees who work together well contribute to the effectiveness of their Board. A good Board Chair will build a sense of team and help Trustees work together. The Board Chair ensures that there is respectful and ongoing communication among Board members and assists them in understanding their roles and responsibilities. Where there are significant disagreements or "split" Boards, the Chair needs excellent conflict resolution skills to prevent discord from hurting the institution.

- It is the Chair’s responsibility to work directly with individuals who are being disruptive or not contributing to the Board as a unit. The Board Chair must occasionally remind Board members of legal, ethical, and appropriate Board behavior. This takes tact and courage, but it is essential for an effective Board.
- The Chair works closely with the President. It is imperative that the Board Chair and the President work closely together. The Board Chair and the President should communicate regularly about issues that may be confronting the College. They should also collaborate in the establishment of the agenda for Board meetings. The Board Chair should ensure that the President is evaluated yearly, and that yearly goals and expectations are set between the two parties.

Community Relations

Community Linkage Strategies

Boards should develop formal mechanisms for their roles as the bridge to the community, which may include Board-to-Board discussions, community conversations, focus groups, public forums, study sessions, and being trustee “ambassadors” to other community groups. Joint meetings with such groups as the chambers of commerce, Boards that govern human service agencies, business and industry Boards, city councils, school boards, and other policy makers in the communities will provide the information necessary to create policies which truly link the College and community.

Public Relations

Trustees, through their leadership, are responsible for enhancing the public image of the College. They actively work on behalf of the College through their involvement in the community and their professions. To be effective, Trustees must be educated about the College, its mission and vision, its strategic planning, and its role in the community.

Advocacy

Trustees are very important in lobbying on legislative proposals and public funds. As elected officials and community representatives, the Trustees are influential with legislators. Trustee leadership can motivate students, business and industry leaders, local government, alumni, voters, and community activists.

Ethics and Laws

Special interests

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 communities. Ethical behavior involves being aware of a wide variety of public and community needs and integrating them into the interests of the whole.

Trustee Conduct

Civility, decorum, and consideration for others. Remaining courteous and open-minded as well as treating others with honesty, decency, and respect are characteristic of ethical Trustees. Ethical Trustees practice responsible self-restraint and set a good example for others by communicating thoughtfully and representing the College well in their interactions with others. They avoid bitter arguments and use courteous, non-inflammatory language at Board meetings.

Board/President relationship. Respect, reliability, and trustworthiness are all key values in the Board/President relationship. Specific ethical concepts include committing to a thorough President search process; fair and attractive contracts; "no surprises;" and clear differentiation of roles, delegation and direction.

Open communication. All Board members, as well as the President, are responsible for maintaining an open, cooperative environment, and promoting a free exchange of information at Board meetings. Trustee deliberations are characterized by fairness and open and impartial processes for gathering and evaluating information. Trustees are straightforward in civil and respectful ways.

Communicating with staff and students. The Board and President will follow the KCKCC Board-President Communications Protocol (Appendix G) for Trustee contact with college students, administrators, faculty, and staff. Ethical Trustees support the authority of the President and respect the established lines of communication.

Student and employee complaints to Trustees should be referred directly through appropriate channels or to the President. The College has procedures and policies that provide for fair treatment of students and employees.

Function as a team member. Being a good Board member requires the ability to function as part of a team. Board members differ in personality, motivation, knowledge, attitude, experience, background, community stature, and capability. Differing points of view help develop alternatives, stimulate the imagination, and lead to creative solutions. The ability to be open to and respectful of other members' viewpoints is necessary to reach consensus.

Trustees often bring specialized knowledge to the Board by virtue of their backgrounds and professions. However, Trustees are not on the Board to be "experts" in their fields; they are there to represent broad community interests.

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. Violations of confidentiality occur 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.

Avoiding conflicts of interest. The standards of the code of ethics are intended to ensure that directors, officers and employees conducting the business of public institutions of higher education avoid conflicts of interest or the appearance of conflicts of interest. Trustees are prohibited from: “having an interest, financial or otherwise, direct or indirect, or engaging in any business or transaction or professional activity which is in substantial conflict with the proper discharge of their duties.”

Dilemmas and Unethical Conduct

Resolving ethical dilemmas often requires Board members to engage in very difficult discussions to determine which ethical values are most important in a specific situation. The criteria for decision-making often are those that uphold the public good and what is best for the community and college as a whole.

Unethical Trustee behavior includes many activities, such as independently pursuing pet projects, breaking confidentiality, or not devoting time to the role. These activities hurt the College. Unethical Trustee behavior can lead to a loss of public support. Community members and legislators may be more reluctant to support funding for the institution. Trustees who act unethically fail to fulfill their fiduciary responsibility to protect the College as mandated by the legal duty owed in Kansas.

If unethical behavior occurs, each member bears the responsibility of reporting the issue to the Board and/or college attorney. That role generally falls to the Board Chair, unless the Chair has caused the problem. If problems persist, the entire Board may wish to discuss the code of ethics in a retreat or other individuals may talk with the Trustee. Public censure is a last resort, as it clearly states that the Board cannot work together.

Legal Advice

KCKCC relies on appointed counsel to be available to address specific questions and answer Trustee questions at all official meetings of the Board. The College’s attorney is available to advise the Board of Trustees and college officials on matters pertaining to Trustee and college actions. The College attorney is a resource that provides valuable information before official actions are taken on college matters but is not the decision-maker.

Trustees who have legal questions should work through the President and/or Board Chair in seeking an answer.

Executive Sessions

Executive Sessions of the Board will be conducted only as prescribed by Law:

- a. Upon formal motion made, seconded and carried, the board may recess to a closed or executive session. Any motion to recess for a closed or executive session shall include a statement of the justification for closing the meeting, the subject to be discussed during the closed or executive meeting, and the time and place at which the open meeting shall resume. Such motion, including the required statement, shall be recorded in the minutes of the meeting and shall be maintained as part of the permanent records of the board. Discussion during the closed or executive meeting shall be limited to one subject as stated in the motion. Conduct of closed or executive sessions shall be in accordance with K.S.A. 75-4317 et seq. No closed or executive meetings shall be taped or otherwise recorded.
- b. The only subjects which may be discussed at any closed or executive meeting are those enumerated in the Open Meetings Act (K.S.A. 75-4317 et seq.), which generally include:
 1. The following matters relating to individual nonelected personnel: hiring, termination of employment and other forms of discipline, performance evaluations and complaints and grievances against such 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. 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;
 5. Preliminary discussions relating to the acquisition of real property; and
 6. Matters relating to the security of a public body or agency, public building or facility or the information system of a public body or agency, if the discussion of such matters at an open meeting would jeopardize the security of such public body, agency, building, facility or information system.
- c. No binding action shall be taken during closed or executive sessions.

Board/President Relationship

Developing Shared Purpose

The President and Trustees who have the same information and engage in open dialogue are able to come together to establish a shared vision and set strategic goals for the institution. The Board/President team then shares the same understanding of the major issues. The Board upholds a common vision and goals; the President works to achieve them.

Mutual Respect and Support

Boards are responsible for creating an environment in which the President has the power to lead the College. The President has the responsibility to foster the success of the Board, as a body and as individuals. The President empowers the Board by creating an environment in which Boards can successfully govern the College and by facilitating Board process.

Ongoing and Open Communication

Consistent open communication is a major component of expressing mutual support and respect. The following practices enhance good communication:

No Surprises. This rule is one of the most often-mentioned keys to good Board-President relationships. When possible, Board members should hear about major problems, activities, and issues from the President before they hear about them from others, read about them in the press, or are asked to comment on them in public. Boards should not be asked to make major decisions with little or no advance preparation. At the same time, public statements by Trustees should not be a surprise to the President. Trustees should alert the President and Board Chair about their concerns prior to going public with them. Trustees should also let the President know what information they want to have available at Board meetings prior to the meetings.

Regular Communication. Boards expect that the President will keep the Board informed about critical issues and college activities. Many Presidents do so by providing the Board with regular updates, such as a weekly e-mail that highlights college activities, alerts the Board to relevant external trends and issues, and lets the Board know what the President is doing. Presidents routinely touch base with Board members prior to meetings to ensure that Trustees have the information they need regarding Board agenda items.

In turn, Trustees keep the President informed about their contacts in the community, discussions with legislators and other policymakers, calls from citizens or college staff, and any visits to the College. They regularly let the President know about their work on behalf of the College and rely on the President's assistance.

Clear Expectations. As employers, Boards define the expectations for the President in written policy, the job description, and annual goals. Boards that state their expectations up front help foster success—the President does not have to “read Trustees’ minds” or fear sudden shifts in Board direction. Clear, public expectations provide Presidents with a framework for action and assure them that their actions will have Board support. In addition, Presidents who state what they need from their Boards help Trustees perform their role and responsibilities. Presidents expect their Trustees to provide guidance, support, dialogue, information, and feedback.

President Evaluation

Purposes and Outcomes

The primary purpose of Presidential evaluation is to bring the President and the Board together on a regular basis to discuss how their performance and priorities contribute to the effectiveness of the educational program and services for students and the community. The emphasis should be on identifying what works well and what needs improvement.

The President evaluation process should be designed to:

- Assess how well the institution is fulfilling its mission.
- Examine and re-set, if necessary, goals for the institution and the President.
- Support the President by providing constructive feedback on performance.
- Develop plans to address issues identified in the evaluation process.
- Provide an opportunity for the Board to learn how its performance affects the Board/President partnership.
- Foster communication between the Board and President.

The outcomes of an assessment should be:

- Clear expectations and realistic goals.
- Strengthened communication.
- Clarification of respective and distinctive responsibilities of the President and Board of Trustees.
- Mutual trust, respect, and support between the President and Board of Trustees.
- Renewed confidence in good governance.
- A better sense of the College's agenda and the ways to address it.

Evaluation Sessions

Evaluation sessions are confidential and take place in executive session of the Board. The discussions between the Trustees and the President are generally the most valuable portion of the evaluation process. Questions that may be discussed are:

- What is your assessment of the past year both successes and things that didn't go as well?
- What is the College's most significant achievement for the year?
- What difficulties were encountered?
- What do you need from the Board to ensure future success?
- What are your goals for next year?

Addressing Problems

The Board will want to address problems with the President in a manner that maintains support for the position of the presidency. Communication to and about the President should always be respectful and professional.

Relationship to Contracts and Compensation

Many President contracts contain extension or rollover provisions. Extensions are generally perceived as a vote of confidence and a result of satisfactory performance. However, making extensions contingent on a positive evaluation may deflect the Board and President from the purpose of the evaluation, which is to improve the President's and the institution's performance.

Board Effectiveness and Evaluation

The ultimate criteria for assessing the effectiveness of the Board, President and executive team are how well the institution is meeting its goals and fulfilling its mission. If the institution is not succeeding in educating students and serving the community, the Board and the President must evaluate their own performance as the leadership team of the College.

Common Pitfalls

Assessment processes that include the following are usually unsatisfactory for the participants and achieve few useful outcomes.

- Unstructured sessions or processes that encourage or allow feedback when no standards for performance have been set. Evaluating the President only against pre-established criteria is the fairest and best way to provide feedback.
- Violating the confidentiality of the process. The importance of maintaining confidentiality cannot be overemphasized. Rumors and leaks can divide a campus and exacerbate problems. They reflect poorly on the Board and the institution and are unfair to the President.
- Spending more time on things that need fixing in a session, rather than focusing on what went well. Consider the motivating power of commendation and the debilitating effect of too much criticism.
- Focusing on a single issue, which does not provide a well-balanced assessment. Avoid too much emphasis on a current "hot topic" in an annual evaluation session.
- Scheduling evaluations during times of crisis on campus, as President and Trustee energies will be focused on the crisis.

Human Resources

Board Policies and Practices

The Board of Trustees has the ultimate authority for hiring personnel but delegates that responsibility through the President to the President's Cabinet. The Board relies on the President to ensure that personnel policies, practices, and employee agreements are implemented and followed.

Board/Employee Relationships

The Board members do not direct or evaluate any college employee except the President. A cardinal rule of effective Board Trusteeship is that no individual Trustee directs or becomes involved in employee activities. When directly approached by individual employees, Trustees listen well but do not take action on employee requests. Employee concerns should be directed to the President and should not be addressed by Board members with the exception of duty to warn.

Creating a Positive Environment

Perhaps more than any other entity, Boards help create a positive environment for employees when they support, through policy, processes that include faculty and staff groups in decision-making. An inclusive environment empowers faculty and staff and enhances their dedication to achieve the mission of the College. The KCKCC College Senate organization was designed to insure full collegial participation as part of the maintenance of a positive environment in the College.

Boards also help create a positive environment when they support, through policy and budget decisions, the professional growth and development of all employees at the College. Encouraging staff to continually seek new learning and skills helps create a learning organization, and ultimately benefits students. Trustees who attend conferences and participate in Trustee education activities model the importance of professional development.

The Fiscal Environment

The Board of Trustees has the authority to establish local tax rates for the College. In addition to local property taxes, the College also receives funds from the state and federal governments, student fees, and grants. Partnerships with local businesses and governments can provide additional sources of revenue and support. Partnerships with school districts and other educational institutions can result in shared funding and programs that enable more students to be served

Budgets and Budgeting

Purposes and Nature of Budgets

When the budget document is approved, it establishes the priorities for the institution for the ensuing year and links short and long-range planning. Trustees should spend the time needed to understand the budget proposal, supporting documentation, and any special recommendations.

The budget schedule represents a planning and management framework for decision-making by the Board and the internal college community involved in this important annual process. How funds are allocated dictates the operations of the institution; allocations, therefore, must reflect the specific mission and goals of the College. Budget proposals usually contain descriptions of how the strategic initiatives, goals and objectives are supported by the budget.

Budget Development Process

The Board approves the proposed college budget by the July meeting each year and the final budget by the date established by Kansas law for the fiscal year July 1 through June 30. The final income certification for the year does not occur until September 30 or October 15 when the County Treasurer certifies the county personal property values and, therefore, the official mill rate income for the College for the fiscal year. The College budget takes into account the official state budget and allocations as well as the College's actual ending balance from the previous fiscal year. Prior to the adoption of the final budgets, the Board holds study sessions and a public hearing to review and discuss proposals and recommendations.

However, before budget proposals come to the Board for review, much work has been done in the College. The College usually begins planning for the next fiscal year in late fall or no later than January. Various departments and constituencies are engaged in reviewing programs and needs; planning; and establishing assumptions and criteria for the next year's budget. The Board of Trustees is usually informed about the budget development calendar in January.

The President, with support from the President's Cabinet, is responsible for managing the planning and budget building process. The budget is prepared using policy direction and parameters established by the Board and based on a set of general assumptions and projections related to revenues and expenses.

Board Review and Approval

In evaluating the proposed budget, the Board should carefully review all projected income and expenditures to make sure that they are realistic. The Board should compare the projections against the criteria and assumptions that they discussed earlier. Some of the questions Trustees often ask are:

- How does the budget support the vision, mission, and goals of the College?
- What major changes are planned in program, personnel, equipment, and facilities?
- What are the assumptions used to build this budget? Have circumstances changed that would change the assumptions?
- Is it balanced? How is it balanced (with projected income, prior year ending balance, one-time funds)?
- Are there significant changes from last year? What are they? Why are they proposed?
- What is the projected ending balance? Is it realistic?
- How large are the reserves? Are reserves being used to balance the budget? Are they adequate to cover long-term liabilities? Will they cover fiscal extremes or unforeseen emergencies?

Long-Range Projections

Responsible budgeting is more than a year-to-year process, particularly related to programs, capital, equipment, and facilities growth and maintenance requirements. The Board should review and discuss long-range plans and implications for the budget over the years. Areas to be considered include the following:

- Projected growth and enrollment trends.
- Projected program changes and needs.
- State and regional trends.
- Salary and benefit agreements including employee and retiree benefits.
- Contract commitments and other long-term liabilities.
- Facility and maintenance needs.
- Upgrades and replacement of technology and equipment.

Fiscal Management Policies and Accountability

Fiscal and Cash Flow Management

The Board establishes policies and procedures that set standards for the appropriate expenditure of funds and the accounting practices used by the College that must be in line with commonly accepted professional standards (e.g. National Association of College and University Business Officers (NACUBO).) The Board delegates authority to the President and professional staff to expend funds within the approved budget and policy constraints.

Compensation and Employee Agreements

The Board approves compensation levels, including salary schedules and benefits. They depend on the President to recommend salaries and benefits that are fair, equitable, competitive, and which can be supported by projected revenues. Illustrations of possible parameters or targets for salaries and benefits are:

- Faculty and administrative salaries shall be in the top half of the salary schedules at comparative colleges (or some other criterion).
- Classified salaries shall be comparable to public agencies in the region served by the College.
- Administrative salary and benefit increases shall be similar to those negotiated for faculty unions.

Monitoring Fiscal Status

Financial Statements

The Board receives monthly financial statements (and a summary of such) from the Vice of Finance and Operations. The Board should review these monthly statements to ensure that the College is meeting its budget requirements and that expenditures and revenues are appropriate. Key questions related to the monthly statements that the Board might ask are:

- Are there any significant changes in the assumptions upon which the budget was built? What unanticipated problems or issues have cropped up?
- Are there major differences between projected and actual amounts of revenues and expenditures? Why?
- Are the projected reserves still adequate? Have greater-than-anticipated transfers been required? Why?
- Are revenues adequate to meet projected expenditures?
- Are the different types of funds being managed appropriately, according to their purposes?
- Are debts and bills being paid in a timely manner?
Are receivables being collected in a timely manner?
- Does the College have sufficient cash on hand to meet its obligations?

The External Audit

The Board of Trustees helps assure good practices in fiscal management by contracting with an independent firm to audit the fiscal operations of the College. Independent local audits are required annually. The Board selects and appoints the external auditor; expects the President,

administration and staff to cooperate with the audit process; reviews the audit findings; and ensures that appropriate corrective action, where required, is taken by the College and executive management.

Hiring an Auditor

The Board establishes criteria for the selection of the audit firm and asks the President to solicit proposals from a number of auditing firms to conduct the external audit. The responsibilities of the auditor are to:

- Report on financial statements,
- Prepare a management letter highlighting weaknesses in internal control and ways to increase efficiency and effectiveness,
- Report on compliance with federal and state requirements, and
- Comment on the College financial management system and team.

The Board selects the auditing firm, the President manages the audit process, and the Board has final authority to review the audit findings. Boards often follow the practice of changing the audit firm every few years in order to ensure fresh, objective perspectives. The Board ensures that corrective actions recommended in the management letter and accepted by the Board are implemented.

Post Service and Expectations

Upon termination of service, a retiring Board member will promptly return to the college all documents, electronic and hard files, reference materials, and other property entrusted to the Board member for the purpose of fulfilling his or her job responsibilities. Such return will not abrogate the retiring Board member from his or her continuing obligations of confidentiality with respect to information acquired as a consequence of his or her tenure on the KCKCC Board of Trustees.

APPENDIX A

Confidentiality and Non-Disclosure Obligations of Trustees

The protection of Confidential Information (as defined below) and the preservation of the integrity of Kansas City Kansas Community College (“the College”) is vital to the long-term viability and operational success of the College. The disclosure of Confidential Information by any Trustee to any person or entity is prohibited unless such disclosure is (1) to a person whose knowledge of the information is necessary to further the legitimate statutory, business or operation purposes of the College; (2) authorized by the Board; or (3) legally mandated by law (as set forth below)

Trustees shall maintain the Confidential Information entrusted to them by the College or any information about the College that comes to them in their capacity as a Trustee, from whatever source, with the care and prudence with which they would protect their own personal information against disclosure. Trustees shall not use Confidential Information for their personal benefit or for the benefit of any organization or individual other than the College.

Any Trustee who knows of or reasonably suspects a violation of this policy shall report such knowledge or reasonable suspicion to President of the College or the Chairperson for the Kansas City Kansas Community College Board of Trustees.

- **Duty of Care:** Trustees have a legal duty to act in good faith, as a prudent person would act under similar circumstances, and always in the best interests of the College. Trustees shall be reasonably informed about the College’s activities, participate in deliberations and decisions, and act in good faith with due diligence and with the reasonable belief that decisions made are in the best interests of the College.
- **Duty of Loyalty:** Trustees have a legal duty to avoid conflicts of interest. Trustees have a legal obligation to put the interests of the College ahead of their own personal interests and the interests of their family members, businesses, and other persons and entities. If there is a conflict between the interests of the College and these other interests, the Trustee has an obligation to disclose such conflict to the President of the College or the Chairperson for the Kansas City Kansas Community College Board of Trustees. Trustees’ duties with respect to conflicts of interest and disclosure to the College are more fully set forth in the College’s Conflict of Interest Policy.
- **Corporate Opportunity Doctrine:** Trustees have a legal obligation to refrain, both on their personal behalf and on behalf of any other person or organization, from taking advantage of the College’s business opportunities that are presented to them or discovered by them as a result of their position with the College. Such business opportunities constitute Confidential Information of the College. Trustees are prohibited from: (1) taking or capitalizing on, for themselves or for others, business opportunities that relate to the College’s business without first offering such business opportunities to the College; (2) using college

property, Confidential Information, or their position as a Trustee, to benefit the Trustee or any other person or entity; and (3) competing with the College for business opportunities unless the Board's independent Trustees first determine not to pursue an opportunity that relates to the College's business.

In many circumstances, disclosure of Confidential Information in violation of this policy could also waive the protection and privacy granted to the Confidential Information by the Kansas Open Records Act and Kansas Open Meetings Act. KORA and KOMA exempt from public disclosure certain discussions and decisions in executive sessions of Board and Board committee meetings and certain confidential documents and records. Generally, Confidential Information and discussions and decisions regarding Confidential Information are protected from public disclosure under KORA and KOMA, and disclosures of Confidential Information could waive this protection.

Definitions:

“Confidential Information” means any and all verbal or written information learned or discussed in the context of any public or executive session of the College Board of Trustees or Board committee meeting which is not generally available to the public, and any non-public College information received from the College or any of its officers, employees or agents.

“Confidential Employee Information” means any and all verbal and written information about any College employee which is not generally available to the public or is of a confidential nature including, without limitation, personnel, medical and non-medical information.

“Confidential Business Information and Trade Secrets” means any and all verbal and written information about the College which is not generally available to the public, including, without limitation: computer programs, processes, codes, software, passwords, data, and related documentation; technological data and prototypes; physician recruitment needs and plans; employee lists and employee compensation; labor relation negotiations and strategies; charges and fees; payor data and managed care contracts; marketing strategies, data plans including, without limitation, planned or proposed advertising scripts and plans for print, radio, television and other advertising media and outlets; business and development plans, projections and strategies; management techniques; legal disputes, legal strategies and legal advice; trade secrets; operation records and financial information including, without limitation, capital and operating budgets and financial statements; contractual agreements, and any and all other information or data relating to the College's officers, suppliers, operations, policies, procedures, techniques, accounts and personnel.

APPENDIX A

Confidentiality and Non-Disclosure Obligations of Trustees

Certification:

I, the undersigned member of the Board of Trustees of The Kansas City Kansas Community College, acknowledge that I received a copy of the Policy, have read and understand its terms, and agree to adhere to the Policy.

Name

Signature

Date

APPENDIX B

Kansas Statutes Annotated (K.S.A.) 71 – SCHOOLS – COMMUNITY COLLEGES

Chapter 71. --SCHOOLS--COMMUNITY COLLEGES Article 2.--ORGANIZATION, POWERS AND FINANCES OF BOARDS OF TRUSTEES

71-201. Boards of trustees; powers and duties.

(a) The 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.

(b) 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 Kansas Statutes Annotated.

(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 academic or vocational 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 academic or vocational 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) The board of trustees of a community college may purchase or otherwise acquire land or land and improvements within: (1) The community college district; or (2) 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.

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.

APPENDIX C

Kansas City Kansas Community College Board of Trustees Ethical Conduct Policy

General Statement of Trustee Duties:

Trustees individually owe certain duties to Kansas City Kansas Community College and its stakeholders, and generally shall discharge their duties: (a) in good faith; (b) with the care that a reasonably prudent person in a like position would exercise under similar circumstances; and (c) in a manner he/she reasonably believes to be in the best interests of the organization.

Trustees are expected to prepare for, attend and participate in all Board and applicable committee meetings, and to spend the time needed to meet as often as necessary to properly discharge their obligations. Each Trustee is obligated to attend Board meetings regularly. Whenever possible, a Trustee shall give advance notice to the Chairperson of the Board of Trustees or the President of the College if the Trustee will be unable to attend a Board meeting or other related obligation.

Authority of Individual Trustees:

The Board believes that College Administration (management) speaks for the College. Individual Trustees may occasionally meet or otherwise communicate with various constituencies that are involved with the College, but it is expected that Trustees would do this with the knowledge of the College Administration and, in most instances, absent unusual circumstances, only as contemplated by committee charters.

The authority of individual Trustees is limited to participating in actions taken by the Board as a whole when legally in session. Trustees shall not assume responsibilities of college administrators or other staff members. The Board or staff shall not be bound in any way by any action taken or statement made by any individual Trustee except when such statement or action is pursuant to specific instructions and official action taken by the Board.

Date

Duty of Loyalty/Conflicts of Interest

Trustees owe a duty of undivided and unqualified loyalty to the College. Trustees must act in good faith with the best interest of the institution in mind. The conduct of a trustee must, at all times, further the institution's goals and not the member's personal or business interests. Accordingly, Trustees should not have any personal or business interest that may conflict with their responsibilities to the institution. A Trustee should avoid even the appearance of impropriety when conducting the institution's business. Acts of self-dealing constitute a breach of fiduciary responsibility that could result in personal liability and removal from the board.¹ The purpose of the policy set out below is to provide principled boundaries and guidance for the effective, fair, legal and reasonable participation of the Kansas City Kansas Community College Board of Trustees in circumstances where real or perceived conflict of interest may exist.

Definition and Criteria:

- a) No member of Kansas City Kansas Community College Board of Trustees shall knowingly:
1. Engage in any business or transaction with, or have a financial or other personal interest, direct or indirect, in the affairs of the College (A) that would result in a financial benefit of a nominal or incidental amount to the Trustee or relative of such person, or (B) which would tend to impair his/her independence of judgment or action in the performance of official duties.
 2. Engage in or accept private employment or render services for private interests when such employment or service is incompatible with the proper discharge of his/her official duties or would tend to impair his/her independence of judgment or action in the performance of his/her official duties.
 3. Disclose information or use information, including information obtained in executive session concerning the property, government, or affairs of the College or any office, or department thereof, not available to the general public and gained by reason of his/her official position for his/her personal gain or benefit, or to advance his/her financial interests or that of any other person or business entity.
 4. Represent private interests in any action or proceeding against KCKCC or any office, department, or agency thereof.
 5. Vote or otherwise participate in the negotiation or the making of any contract with any business or entity which he/she, or his/her relative, has financial interest.
 6. Solicit, accept, or agree to accept gifts of more than \$100.00, loans, gratuities, discounts, payment, or services from any employee, person, firm, or corporation that to his/her knowledge is interested directly or indirectly in any manner whatsoever in business dealings with KCKCC or any office, department, or agency thereof; provided, however, that a Trustee who is candidate for public office may accept campaign contributions and services with any campaign.

¹ The laws governing recall of local elected officials are set forth in K.S.A. 25-4318 through 25- 4331

7. Vote or otherwise participate in an appointment, employment, or promotion decision related to anyone he/she knows or should know would create a direct or indirect monetary benefit or economic opportunity for himself/herself.
8. Sell, solicit, or offer for sale, to the Board or to any official or employee of the College, directly or indirectly, real estate, textbooks, or like materials and supplies, nor receive any salary, bonus, or commission on any such sales.

b) Section (a) (1) through (8) shall not apply to the following:

1. Contracts let after competitive bidding has been advertised for by published notice; and
2. Contracts for property or services for which the price or rate is fixed by law.

c) The Kansas City Kansas Community College Board of Trustees may not:

1. Employ a Trustee for any position at KCKCC.
2. Do business with a partnership or corporation partially owned by a Trustee.
3. Do business with a bank or financial institution where a Trustee is an employee, stock holder, Trustee, or officer when such Trustee owns 30 percent or more stock in that institution.

d) Disclosure Requirements

1. Pursuant to KSA 75-4304 et. seq., any Trustee who has a financial interest in any contract or matter pending before the Board shall disclose such interest, in writing, and such disclosure shall be entered on the records of the Board. ² The Trustee also shall
2. Prior to January Board meeting (December BOT) each year, Trustees shall disclose the identity of any relative, as defined herein, employed by KCKCC, to the Secretary of the Board of Trustees on such form as prescribed by the Board.
3. Each Trustee of the Board shall disclose by December 21 of each year (through a written report to be maintained by the Secretary of the Board of Trustees for inspection) the source, nature, and amount of any income or other item of value received by that Trustee or any of his/her relatives directly or indirectly from KCKCC itself, any KCKCC employee, or any entity doing business or seeking to do business with KCKCC. The disclosure of any salary received by a Trustee or his/her relative from KCKCC or any entity

² K.S.A. 75-4304 provides:

- (a) No local governmental officer or employee shall, in the capacity of such an officer or employee, make or participate in the making of a contract with any person or business by which the officer or employee is employed or in whose business the officer or employee has substantial interest.
- (b) No person or business shall enter into any contract where any local governmental officer or employee, acting in that capacity, is a signatory to or a participant in the making of the contract and is employed by or has a substantial interest in the person or business.
- (c) A local governmental officer or employee does not make or participate in the making of a contract if the officer or employee abstains from any action in regard to the contract.
- (d) This section shall not apply to the following:
 - a. Contracts let after competitive bidding has been advertised for by published notice; and
 - b. Contracts for property or services for which the price or rate is fixed by law.
- (e) Any local governmental officer or employee who is convicted of violating this section shall forfeit the officer or employment.

doing business with KCKCC may be accomplished by naming the entity and position held by the Trustee with such entity.

4. Trustees shall provide full documentation in the form of receipts (or other evidence of payment in accordance with accepted accounting practices) or a daily mileage log for any expenses for which reimbursement is requested from KCKCC.

e) A violation of this Conflict of Interest and Disclosure Requirements policy may constitute misfeasance, malfeasance, or nonfeasance in office and may subject the Trustee to suspension or removal from office in accordance with Kansas law and other legal provisions

f) As used in this policy, the word “relative” shall mean an individual who is related to the Trustee, appointed officer, or employee as father, mother, son, daughter, brother, sister, husband, wife, grandfather, grandmother, grandchild, mother-in-law, father-in-law, sister-in-law, brother-in-law, daughter-in-law, son-in-law, any other relative living in the household of the Trustee, appointed officer, or employee, a person who is engaged to be married to the Trustee, appointed officer, or employee or who otherwise holds himself/herself out as, or is generally known as, the person whom the Trustee, appointed officer, or employee intends to marry or with whom the Trustee, appointed officer, or employee intends to form a household, or any other natural person having the same legal residence as the Trustee appointed officer, or employee.

g) A Trustee shall not have any direct pecuniary interest in a contact with the College, nor shall a Trustee furnish any labor, equipment, or supplies to the College directly

h) In the event a Trustee is employed by a corporation, business, or has a secondary interest in a corporation or business which furnished goods or services to the College, the Trustee shall declare Trustee’s interest and refrain from debating or voting upon the question of contracting with the company.

i) It is not the intent of this policy to prevent the College district from contracting with corporations, or businesses because a Trustee is an employee of the firm. The policy is designed to prevent placing a Trustee in a position where his or her interest in the College in interest in the Trustee’s place of employment (or other indirect interest) might conflict and to avoid appearances of conflict of interest even though such conflict may not exist.

j) Secondary interest shall be defined as 10 percent or more ownership, stock, etc., and/or constructive control through family or kinship ties.

Process:

When a conflict of interest is discovered, the conflict will be declared and those Trustees affected will refrain from participating in the process, decisions, discussions or otherwise influencing the outcome of the question at hand.

Where a potential real or perceived conflict of interest is recognized, the nature of the potential conflict will be declared or otherwise raised by any Trustee and the merits of the potential conflict will be discussed, investigated or otherwise reviewed to determine whether a declaration

of conflict of interest is required. The Board may decide the matter by a vote. The majority of votes will rule.

The KCKCC Board will not permit the waiver of any conflict of interest obligation for any Trustee, the President, Chief Academic Officer, Chief Operations/Financial Officer, or Chief Information Officer.

Duty of Care

A Trustee must act in good faith and exercise the degree of diligence, care, and skill that an ordinary prudent individual would use under similar circumstances in a like position. To conform to this standard, Trustees should:

- a) Regularly attend and participate in board meetings and committee meetings where applicable;
- b) Read, review, and inquire about materials that involve the institution, especially board minutes, annual reports, other reports, plans, policies, and any literature that involves the institution;
- c) Have a fiduciary responsibility for the assets, finances, and investments of the institution and exercise due diligence, care, and caution as if handling one's own personal finances; and
- d) Use one's own judgment in analyzing matters that have an impact on the institution.

APPENDIX C

Kansas City Kansas Community College Board of Trustees Ethical Conduct Policy

Certification:

I, the undersigned member of the Board of Trustees of The Kansas City Kansas Community College, acknowledge that I received a copy of the Board of Trustees Ethical Conduct Policy, have read and understand its terms, and agree to adhere to the Policy.

Name

Signature

Date

APPENDIX D

Procedure for Reviewing Applications and the Appointment for Midterm Vacancy

Timeline:

- Date 1 Board Meeting – Board votes to accept resignation of Trustee or announces vacancy due to incapacity or death of Trustee. Board announces process and procedure for filling vacancy for the balance of the unexpired term. Board selects date for closure of receipt of applications and approves publication notice
- Date 2 Publish (unofficial) Notice to KCKCC website
- Date 3 Publish (official) Legal Record
- Date 4 Applications deadline (5 p.m.)
- Date 5 Distribute application materials to Board Members
 - Includes applications, worksheet and procedures
- Date 6 Special Board Meeting – Board narrows slate of applicants for review
- Date 7 Notification to select candidates of interview date and time
 - Send letter via email to those not selected
 - Call and send letter to those selected to schedule interviews
- Date 8 Special Board Meeting to interview candidates
- Date 9 Selection of new trustee by roll-call vote at next regular meeting of the Board of Trustees
- Date 10 Successful candidate takes office to fill the Trustee vacancy for the balance of the unexpired term

Procedure:

After completing the interview process of qualified candidates during the special Board meeting, the following procedure will be used to fill the vacancy on the Board of Trustees during the Board's next regular meeting of the academic year:

- 1) Nomination Votes: Each Trustee will indicate on private written ballot two candidates for nomination for appointment as Trustee. (The ballot is an open record subject to disclosure, but allows each Trustee to privately indicate preference simultaneously with other Trustees)
 - a) The ballots will be tabulated by Secretary and Treasurer to the Board.

Revised July 31, 2019

- b) The nomination ballot is NOT the election ballot.
 - c) Those candidates who receive two or more nomination votes will be announced by the Chair as eligible for the final ballot.
- 2) Final Ballot: The final ballot will then be distributed, and each Trustee will select ONE candidate.
- a) The votes will be tallied and the candidate receiving the majority number of votes will be announced.
 - b) If there is a tie, all other candidates will be dropped from the final ballot, the Board may openly discuss the two final candidates for up to five minutes and then final ballot voting will be repeated with only two candidates listed.
 - c) The five-minute Board discussion and voting on the final two candidates may be repeated multiple times if necessary.
- 3) Motion to Appoint: “Motion to appoint and elect [Candidate’s Name] to fill the unexpired term of [Name Vacating Member], Trustee of the Board of KCKCC.” Requires a second, discussion and majority vote. Once majority is reached, the voting stops and the candidate is deemed elected.
- a) If there is not a majority at this stage, the candidate who receives the second most votes will be announced, and the motion process will be repeated.

Ballot Examples:

**Kansas City Kansas Community College
BOARD OF TRUSTEES VACANCY**

First Nominating Ballot

Each Board member is asked to circle two candidates for nomination for appointment as Trustee.

Candidate Name 1	Candidate Name 4
Candidate Name 2	Candidate Name 5
Candidate Name 3	Candidate Name 6

**Kansas City Kansas Community College
BOARD OF TRUSTEES VACANCY**

Final (as indicated in section 2) Nominating Ballot

Each Board member is asked to circle one candidate for nomination for appointment as Trustee.

Candidate Name 1

Candidate Name 4

Candidate Name 2

Candidate Name 5

Candidate Name 3

Candidate Name 6

APPENDIX E

Presidential Evaluation Timeline and Performance Appraisal Instrument

Presidential Evaluation Timeline
December
1. Chairperson emails evaluation forms to all Board members.
January
1. Completed evaluation forms are turned in to the Chairperson. 2. The Chairperson compiles the results from the evaluation forms and prepares and distributes the draft report to the full board.
February
1. Draft Evaluation is reviewed and discussed by the full Board in Executive Session without the President. Recommendations are made for inclusion, and/or changes to be included in the final document. 2. On a date, no later than February 15, the Chairperson meets with the President to review the Final Evaluation. 3. The President will provide a written response to his/her evaluation within 14 days of receiving the evaluation.

Kansas City Kansas Community College Board of Trustees

Presidential Performance Appraisal

For: President's Name Year

Please rate the President in the below listed key functional areas by placing an X in the appropriate box. Where applicable, refer to the Strategic Plan report to rate performance. The President will provide a written response to his/her evaluation prior to the June BOT meeting.

1 = does not meet expectations; 2 = meets some expectations;
3 = meets expectations; 4 = exceeds some expectations;
5 = significantly exceeds expectations; DK = Don't Know.

Please provide comments as you desire in the comments section.

Institutional Performance	1	2	3	4	5	DK
1. Provides effective leadership in establishing and maintaining excellent student services						
2. Provides effective leadership for maintenance and upgrade of the physical plant						
3. Is creative and innovative in solving problems and dealing with crisis						
4. Stays current with trends, information, legislation, and other movements pertinent to the College's future						
5. Media relations						
6. Personnel policies and procedures						
7. Gives recognition due to staff						
8. Ensure excellence and quality						
9. Access to higher education						
10. Technology						

Total _____

COMMENTS:

Institutional Leadership	1	2	3	4	5	DK
1. Is informed about developments in education, and particularly community colleges						
2. Provides leadership for the professional development of staff, and maintains her/his own professional development						
3. College operations						
4. Vision						
5. Problems and issues						
6. Student involvement						
7. Excellence						
8. Technology resources						
9. Inclusiveness						
10. Strategic plan						
11. Budget						
12. Morale						

Total _____

COMMENTS:

External Relations	1	2	3	4	5	DK
1. Relationships with the news media and other public relations vehicles within the community						
2. Encourages involvement from and respects all constituencies and gives their issues fair consideration						
3. College image						
4. Community partners						
5. Federal and state level						
6. Trends and impact on the college						
7. Visibility						
8. Leader						

Total _____

COMMENTS:

Budgetary/Fiscal Management	1	2	3	4	5	DK
1. Fiscal Management						
2. Develops and support appropriate strategies of attracting funds to the institution						
3. Financial needs						
4. Ends statements, strategic initiatives						

Total _____

COMMENTS:

Personal Qualities	1	2	3	4	5	DK
1. Exercises good judgment in dealing with sensitive issues between people and groups						
2. Is well-organized and efficient in accomplishment of objectives						
3. Remake decisions						
4. Respect						
5. Conflict						
6. Sensitive to differing needs						
7. High standards						
8. Professional						
9. Enthusiasm						
10. Creative						

Total _____

COMMENTS:

Relations with Governing Board	1	2	3	4	5	DK
1. Offers professional advice to the board on items requiring Board action, with recommendations based on thorough student and analysis and sound educational principles; marshalling as many staff and external points of view, issues, and options as needed for fully informed Board decisions						
2. Governance policies						
3. Constructive criticism						
4. Communicates						
5. Reports to the Board						
6. Prepares for meetings						
7. Keeps the Board informed						
8. Dealing with the Board as a whole						

9. Provides effective support						
-------------------------------	--	--	--	--	--	--

Total _____
Grand Total _____

COMMENTS:

What initiatives/projects should the President focus on over the next year?

APPENDIX F

Resolution 2015

RESOLUTION AVOWING HIGH STANDARDS OF ETHICAL CONDUCT AND LEGAL COMPLIANCE FOR THE KANSAS CITY KANSAS COMMUNITY COLLEGE BOARD OF TRUSTEES

Recitals

Whereas, Kansas City Kansas Community College (the “College” or “KCKCC”) is a postsecondary educational institution under K.S.A. 74- 3201b governed by the Kansas City Kansas Community Board of Trustees (“the Board of Trustees” or “Trustees”) in accordance with K.S.A. 71-201, et. seq. and has legislative and judicial authority over the College; and

Whereas, To model the highest standards of governance and leadership, the Board of Trustees has adopted a Trustee Handbook designed to promote high standards of ethical conduct and legal compliance for Trustees; and

Whereas, The Trustee Handbook, in accordance with K.S.A. 71- 201(b)(6) acknowledges that the Board of Trustees is only empowered to hire individuals who have been recommended for hire by the College President; and

Whereas, The Trustee Handbook provides “All elected state and local officials, including Boards of Trustees, must by law avoid conflicts of interest in the performance of their duties . . . (and) Trustees have a conflict of interest when they use their position to influence a policy decision that will affect their financial interest in material ways;” and

Whereas, The Board of Trustees agrees and acknowledges that each Trustee is prohibited from having an interest, financial or otherwise, direct or indirect, or engaging in any business or transaction or professional activity which is in substantial conflict with the proper discharge of their duties and must avoid the appearance of unlawful and/or unethical conduct.

Now, Therefore, Be it Resolved by the Kansas City Kansas Community College Board of Trustees as follows:

Section 1. In order to avoid the appearance of impropriety and any suggestion of undue influence on the part of a Trustee, no member of the Kansas City Kansas Community College Board of Trustees shall be eligible for employment with the College within the two-year period immediately following the Trustee’s last date in office.

Section 2. The Trustees of Kansas City Kansas Community College, in affixing their signatures to this Resolution, do hereby declare, affirm, and agree that they shall not seek

employment with the College, and shall not be eligible for employment with the College for a two-year period immediately following the signing Trustee's last date in office as a member of the Kansas City Kansas Community College Board of Trustees.

Section 3. This Resolution shall take effect and be in force from and after its adoption and approval by the Board of Trustees.

Adopted by the Kansas City Kansas Community College Board of Trustees this 15th day of August, 2015.

THE BOARD OF TRUSTEES OF THE
KANSAS CITY KANSAS COMMUNITY COLLEGE

Chairperson, Board of Trustees

ATTEST:

By:_____

Trustee Signatures

Name Printed	Signature	Date
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

APPENDIX G

Kansas City Kansas Community College Board Members and CEO/College Staff Communication Protocol

“The Board and President should discuss and reach agreement on protocols for Trustee contact with other college administrators, faculty, and staff. Ethical Trustees support the authority of the President and respect the established lines of communication.”

To be in compliance with policy in the KCKCC Trustee Handbook, to uphold standards of good practice that contribute to Board effectiveness, ensure the notion of the Governing Board as a team/unit, ensure the reliability of information to be communicated, and to comply with accreditation standards, the Board upholds the following communication protocols.

- Open and general communication between individual Board members and the President is encouraged and appropriate.
- Student and employee complaints to Trustees should be referred directly through appropriate channels or to the President in a timely fashion. The president should share the results with the reporting trustee and to the entire Board if appropriate.
- Communications from individual Board members which are a request to the President to perform special services, provide information/special reports, etc. should be directed through the Board Chair.
- Communications from individual Board members which are a request of College personnel to perform special services, prepare information/special reports, etc. should be directed through the Board Chair or the President, who will assign appropriate staff to address the request.
- With Board approval, a Board member may speak on behalf of the Board to staff members and students.

Board Approved: August 13, 2019

Approved to add to Board Handbook: February 22, 2025

GLOSSARY OF TERMS

ACCT: The Association of Community College Trustees (ACCT) is a non-profit educational organization of governing boards, representing more than 6,500 elected and appointed trustees who govern over 1,200 community, technical, and junior colleges in the United States and beyond. Located in Washington, D.C., ACCT is a major voice of community college trustees to the presidential administration, U.S. Congress, the Departments of Education and Labor and more.

KACC: The Kansas Association of Community Colleges (KACC). Members of the Kansas Association of Community College Trustees are typically the board of trustees' chairs or other board designated representatives from the locally elected governing boards of the 19 community colleges in the state of Kansas.

KBOR: Kansas Board of Regents is a nine-member governing body that supervises the six universities. It also supervises and coordinates 19 community colleges, 5 technical colleges, 6 technical schools, and a municipal university.

NACUBO: National Association of College and University Business Officers

President: Chief Executive Officer

President's Cabinet: President, Executive Vice President (EVP), Vice President of Academic Affairs (VPAA), Vice President of Enrollment Management and Student Services (VPEMSS), Vice President of Finance and Operations (VPFO), Vice President of Marketing and Institutional Image (VPMII)

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Jewell, J. Paul (1996) *The History of Kansas City Kansas Community College.* Kansas City
Kansas Community College

Trustee Resources and Suggested References:

American Association of Community Colleges: <https://www.aacc.nche.edu/>

Association of Community College Trustees: <https://www.acct.org/>

Community College Resource Center: <https://ccrc.tc.columbia.edu/>

Inside Higher Education: <https://www.insidehighered.com/>

Jobs for the Future: <https://www.jff.org/>

League for Innovation: <https://www.league.org/>

Complete College America: <https://completecollege.org>

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Kansas City Kansas Community College Board of Trustees - September 16, 2025

KCKCC is an Equal Opportunity Educational Institution.