

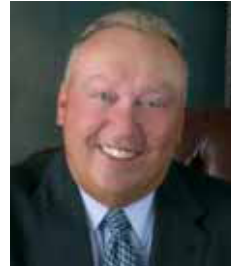
President's Job Description

The President, shall be appointed by the Board of Trustees and shall serve as the Board's single official link to the operating organization.

1. The President shall be directly responsible to the Board of Trustees for organizational accomplishments of the Board's Ends Policies.

2. The President shall be responsible for the operations of the College within the boundaries of prudence and ethics as established by the Board's Executive Limitations Policies:

- Treatment of People
- Financial Condition
- Budgeting/Forecasting
- Asset Protection
- Compensation & Benefits
- Emergency Executive Succession
- Communication & Counsel to the Board
- Academic Freedom



Gary P. Schenk



Ellen M. James



Margo Anderson



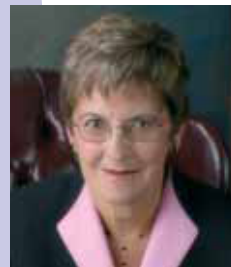
Richard Verburg



Terri Handlin



Michael Stearns



Janice L. Maggini



Juan R. Olivarez, Ph.D.
President

G R C C Board of Trustees

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Gary P. Schenk, J.D.
Term Expires 2009

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Margo Anderson
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Term Expires 2011

TRUSTEE

Janice L. Maggini
Term Expires 2011



Understanding
Policy
Governance

The Role of the
Board
of Trustees

The Role of
the President

What is Policy Governance?

Policy Governance emphasizes values, vision, board and executive empowerment, and the strategic ability to lead leaders. Under Policy Governance, a board places its values into policies of four types: ends, executive limitations, board-executive linkage, and governance process. Except for what belongs in bylaws or enabling statutes, these categories of board policy contain everything the board has to say about the values and perspectives that underlie all organizational decision, activities, practices, budgets, and goals for GRCC.

Why does the GRCC Board of Trustees operate under the Policy Governance Model?

The Policy Governance Model is designed to empower the Board of Trustees to fulfill their obligation of accountability. This model enables our Board to focus on larger issues, to delegate with clarity, to control the work of the college president without interfering, and to thoroughly evaluate the accomplishments of GRCC.

Policy Governance separates issues of organizational purpose (ENDS) from all other organizational issues (MEANS), placing primary importance on the ENDS. Policy Governance boards demand accomplishment of purpose and only limit the president's available means to those which do not violate the board's pre-stated standards of prudence and ethics. Policy Governance boards delegate with care.

Policy Category Definitions

ENDS: The Board defines which human needs are to be met, for whom, and at what cost. ENDS policies are written with a long-term perspective and are mission related policies that represent the board's long-range vision.

EXECUTIVE LIMITATIONS: The Board establishes the boundaries of acceptability within which executive procedures and activities can responsibly be left to president.

BOARD-EXECUTIVE LINKAGE: The Board clarifies the manner in which it delegates authority to the president as well as to how it evaluates the president's performance on provisions of the ends and executive limitations policies.

GOVERNANCE PROCESS: The Board determines its philosophy, its accountability, and specifics of its own job. The effective design of its own board processes ensures that the board will fulfill its three responsibilities: maintaining links to ownership, establishing the four categories of written policies, and assuring executive performance.

Mission

It is the mission of Grand Rapids Community College to provide the community with learning opportunities that enable people to achieve their goals.

Vision

Grand Rapids Community College is a vibrant institution of higher education dedicated to enriching people's lives and contributing to the vitality of the community.

Ends Policies

In order to provide this region and its residents with learning opportunities which will enrich individual lives and contribute to the vitality of the community, the Grand Rapids Community College Board of Trustees sets forth, as its statement of purpose for Grand Rapids Community College, the achievement of the following ends:

Community Outreach

The college will be involved in the community through outreach, partnerships, and resources.

Developmental Education

Students will be equipped with the skills to learn and develop in order to achieve their lifelong goals.

Diversity

This college will continue to be a force that advances an understanding of diversity for all people.

Entrance and Transfer

Students will be able to enter, be successful at, and transfer beyond GRCC.

Flexible Learning

Learning opportunities will be made available through the continuing development of delivery systems.

Lifelong Learning

The college will create opportunities for persons who want to continue, renew or enrich their learning throughout their lives.

Workforce Development

GRCC will prepare people to secure employment in all sectors of the economy, to contribute to and sustain the long-term economic viability of the community.

We Value:

Responsiveness, Accountability, Innovation, Diversity, Excellence, Respectfulness, and Service.
(R.A.I.D.E.R.S.)

Board of Trustees Job Description

The job of the Board of Trustees is to represent the public in determining and demanding appropriate organizational performance. To distinguish the Board's own unique job from that of the president, the Board will concentrate its efforts on the following:

1. Serve as the link between the college and the public.
2. Enact governing policies that at the broadest levels address the ENDS, Executive Limitations, Board-Executive Linkage, and the Governance Process.
3. Promote a positive image for the College.
4. No member of the Board may receive any compensation for services rendered, except they may be reimbursed for expenses authorized by the Board.
5. The Board shall have no standing committees.
6. The Board may appoint ad hoc committees that are advisory in nature and only make recommendations. All decisions or actions upon any motion, proposal, or recommendation shall require a vote by the Board at its Regular or Special meeting.
7. The Board may, from time to time, appoint a liaison to provide a communication link with the College and/or community as defined by the Board.
8. The Board shall appoint a competent auditor to conduct an annual audit.
9. Appointment of any legal counsel will be made by the Board.