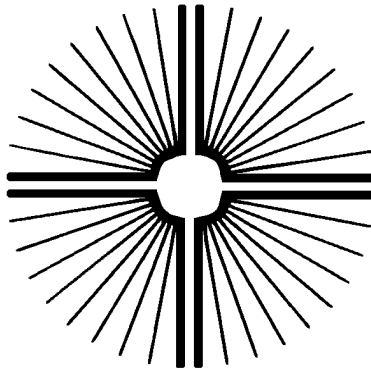


# LEAGUE GOVERNING POLICIES



COMMUNITY COLLEGE LEAGUE OF CALIFORNIA  
ADOPTED APRIL 1998  
AMENDED NOVEMBER 2021

# COMMUNITY COLLEGE LEAGUE OF CALIFORNIA GOVERNING POLICIES

## I. <sup>1</sup>ENDS POLICIES

### A. Ownership and Ends

The Community College League of California exists so the local California community college district boards and their chief executive officers will:

1. Exercise high quality and ethical leadership,
2. Have sufficient resources to achieve the comprehensive California community colleges mission, and
3. Function within a climate that permits the maximum degree possible of local control and authority.

These ends will be sought to enable the local community college districts to achieve their missions on behalf of their students and communities.

### B. Cost to Membership

Achieving these ends shall be at a cost to the membership of dues that are no more than .05% of their districts' state and local revenues.

## II. <sup>2</sup>GOVERNANCE PROCESS POLICIES

### A. Board Role and Responsibility

The role of the League Board of Directors is to represent the member community college districts and affiliated organizations in determining and demanding appropriate organizational performance. To distinguish the board's own unique role from the jobs of the staff, the board will concentrate its efforts on performing the following responsibilities:

1. Being the link between the League and the representatives of the member districts and affiliated organizations.
2. Maintaining written governing policies that, at the broadest levels, address:
  - a. Ends: Organizational impacts, benefits, outcomes, results, recipients and relative worth.
  - b. Governance Process: Specification of how the board conceives, carries out and monitors its own tasks.

---

<sup>1</sup> Amended: 11/00

<sup>2</sup> Amended: 11/21

- c. Board-President/Chief Executive Officer Relationships: How power is delegated and its proper use monitored; and, the President/Chief Executive Officer's role, authority and accountability.
  - d. Executive Limitations: Constraints on authority that establish the legal, prudent and ethical boundaries within which all activity and decisions must take place.
3. Assuring President/Chief Executive Officer performance as measured with the Ends and Executive Limitations Policies.
  4. Providing leadership on behalf of the member districts and coordination among the affiliate organizations on issues of educational policy, governance and finance.

**B. Policy-making Principles**

The board's major policy focus will be on the intended long-term impacts of the League's operations external to the organization, not on the administrative or programmatic means of attaining those effects. Policy will represent the board's determination of the best interests of the community college districts.

Policy is intended to be the primary vehicle to direct League operations, subject to reasonable interpretation.

**C. Board Organization**

The membership, selection and tenure of the League Board of Directors shall be consistent with Article IV of the Bylaws.

**D. Officers**

1. The officers and their election, term and responsibilities shall be consistent with Article VII of the Bylaws.
2. <sup>3</sup>The positions of Chair and First Vice Chair shall be filled each year by a League director representing the California Community College Trustees and a League director representing the Chief Executive Officers of the California Community Colleges and annually alternate between the two. The Second Vice Chair position shall be filled by a director from the Classified Senate of the California Community Colleges serving on the League board.
3. <sup>4</sup>The election process will begin with the Chair position, then proceed to First Vice Chair, and then Second Vice Chair. Secret balloting will occur for each position if more than one individual declares or is nominated for a position. To be elected an individual must receive a majority of votes cast. If an individual does not receive a majority, the person with the lowest number of votes will be dropped and another vote taken. This procedure will continue until an individual receives a majority vote.

---

<sup>3</sup> Amended 4/05, 11/06, 4/09

<sup>4</sup> Amended 11/06

E. Board Member Responsibilities

The board expects of itself and its members ethical and professional conduct. Board members shall:

1. Attend and prepare adequately for board meetings
2. Commit to actively participate in decision making
3. Support the purpose and goals of the League
4. Identify and avoid areas of potential conflict of interest
5. Maintain confidentiality of privileged information
6. Support and when necessary clarify or explain the board's positions on issues
7. <sup>5</sup>Agree the League Chair serves as the official spokesperson for the board
8. Refrain from representing one's self as speaking for the board
9. Refrain from using undue influence to affect any program, position, purchase or service of the League
10. Recognize the primary responsibility to represent the entire community college districts' membership, while realizing there may be an occasional need to advocate the particular interests of the group or organization he or she represents
11. Work harmoniously with other board members regardless of differences of opinion
12. Refrain from making demands on staff unless directed by the board
13. Request only authorized and legitimate reimbursement of expenses

F. Board Committees

Board committees, when used, will be assigned to reinforce the wholeness of the board's job and not to interfere with delegation from the board to the President/Chief Executive Officer. Committees will be used sparingly and only in an ad hoc capacity and will function in accordance with Article VIII of the Bylaws.

G. <sup>6</sup>Board Meetings

All meetings of the board shall be held in accordance with Article VI of the Bylaws and in adherence to the following principles:

1. Meeting content will derive primarily from the board planning cycle and will be only those issues that, according to board policy, clearly fall under the board's purview and not the President/Chief Executive Officer. The League Board Chair, with consideration

---

<sup>5</sup> Amended 11/06

<sup>6</sup> Amended 11/21

of the long-term agenda and input from board members, will set the meeting agendas in collaboration with the League President/Chief Executive Officer.

2. Deliberation at meetings will be fair, open and thorough, but also efficient, timely, orderly and to the point.
3. <sup>7</sup>Board meetings will be scheduled at least four times during the year and to the degree possible, held in July, November, January and May. Whenever possible each meeting will be held in conjunction with one of the League's events; the July meeting will be the exception.
4. Regular meetings shall be open only to League Board members and League staff. Special guests may attend by approval of the League President & Chief Executive Officer.

#### H. Annual Board Planning Cycle

1. <sup>8</sup>The board will annually at its July meeting review the Ends Policies and at its January meeting act on changes as necessary in the Ends Policies in order to be reflected in budget planning for the following fiscal year.
2. Each year the board shall review the Governing Policies of the League and make changes as necessary.

#### I. CCCT and CEOCCC Boards of the League

1. <sup>9</sup>The League board shall recognize the autonomy of the California Community College Trustees (CCCT) board of the League and the Chief Executive Officers of the California Community Colleges (CEOCCC) board of the League, which have full authority to establish their own governing policies and to take action on educational policy, governance and fiscal matters before the state and federal legislative and executive branches. The League President/Chief Executive Officer should facilitate communication between the two boards.
2. The policies adopted and actions taken by the CCCT and CEOCCC boards of the League shall be consistent with League Ends Policies.
3. The CCCT and CEOCCC boards may not direct the League President/Chief Executive Officer to act contrary to the League Governing Policies.
4. The League board shall assure that sufficient fiscal and staff support is provided to accomplish the work of the CCCT and CEOCCC boards.

#### J. <sup>10</sup>California Community College Athletic Association

1. The League board establishes the California Community College Athletic Association (CCCAA) in order to establish policies and procedures to guide the administration of the intercollegiate athletic programs of the California community colleges.

---

<sup>7</sup> Amended: 11/01, 11/17

<sup>8</sup> Amended: 11/17

<sup>9</sup> Amended: 11/05

<sup>10</sup> Amended: 11/01, 1/13

2. <sup>11</sup>The League Board delegates to the CCCAA board the responsibility for the governance, employment of staff and fiscal affairs of the Association. The League will act as fiscal agent and maintain fiduciary oversight of the Association at a rate based upon an analysis of the labor cost of fiscal services and current market rate for same.
3. <sup>12</sup>The CCCAA must maintain at least a \$100,000 restricted cash reserve, and should budget and maintain a cash reserve to reflect 5% of its annual operating budget. CCCAA must also work cooperatively with League staff to provide the League board with a quarterly fiscal report and an annual balanced budget. The League Finance Director shall serve as a member of the CCCAA Finance Committee.
4. <sup>13</sup>The CCCAA Board President will provide quarterly updates concerning the financial and operational conditions of the CCCAA to the League President/CEO, and on an as-needed basis.
5. <sup>14</sup>The League President/CEO will serve as an Ex-Officio member of the CCCAA Board and under California Law will have voting rights on the CCCAA Board, as well as receipt of board packets and communications for Board and Council members.
6. <sup>15</sup>The League President/CEO is to be included on the performance evaluation committee for the CCCAA Executive Director.
7. CCCAA executive staff and board chair shall present annually to the League board its annual budget prior to adoption by the CCCAA board.
8. <sup>16</sup>All CCCAA contracts must be reviewed by the League President/CEO prior to CCCAA Board consideration and approval.

K. <sup>17</sup>Affiliated Organization

The League Board recognizes the autonomy of League-affiliated but independent organization, the California Community Colleges Classified Senate.

L. <sup>18</sup>Other Organizations

The League Board further recognizes there are many entities with a similar mission as the League whose focus is benefiting the California Community Colleges. While the League Board is respectful of these groups and their efforts, the Board also recognizes that they are independent organizations.

---

<sup>11</sup> Amended: 11/17 and 5/18

<sup>12</sup> Amended: 11/17

<sup>13</sup> Amended: 5/18

<sup>14</sup> Amended: 5/18

<sup>15</sup> Amended: 5/18

<sup>16</sup> Amended: 5/18

<sup>17</sup> Amended 4/05 and 1/12

<sup>18</sup> Amended: 11/17

M. <sup>19</sup>Expenses

Necessary and reasonable expenses incurred by board members directly related to their attendance at board meetings and authorized activity shall be reimbursed by the League upon submission of an official League Travel Expense Claim Form within sixty (60) days from the date the expenses were incurred. Reimbursement of expenses incurred during the month of June shall be submitted on the official League Travel Expense Claim Form within two (2) weeks of the end of the fiscal year.

N. Proprietary Information

The League shall not in any way share or disclose proprietary information other than to the officers and other employees and agents in the normal course of the provision of services hereunder. Proprietary information includes but is not limited to member information, distribution lists, publications and copyrightable works, processes, information about the League's affiliates, its employees and/or advisors (including, without limitation, the compensation, job responsibility and job performance of such employees and/or advisors). Any information shared must be with the prior approval of the CEO.

### III. BOARD-PRESIDENT/CHIEF EXECUTIVE OFFICER RELATIONSHIP POLICIES

A. President/Chief Executive Officer Role

The President/Chief Executive Officer of the League is accountable to the board acting as a body. The board will instruct the President/Chief Executive Officer through written policies, delegating to the President/Chief Executive Officer interpretation and implementation of those policies, within the boundaries of prudence, ethics, and laws. The League President/Chief Executive Officer also shall provide support to the CCCT and CEOCCC boards of the League.

B. <sup>20</sup>Delegation to the President/Chief Executive Officer

Any authority that is delegated shall be delegated to and through the President/Chief Executive Officer. Only decisions of the League board acting as a body, or as otherwise provided for in the Bylaws and Governing Policies, are binding on the President/Chief Executive Officer.

The President/Chief Executive Officer is delegated the authority to sign contracts and other instruments necessary to carry out the work of the League and that are consistent with the Ends Policies and Executive Limitations Policies. This authority may be delegated by the President/Chief Executive Officer to League staff members as necessary to fulfill association business within their respective areas of responsibility.

C. <sup>21</sup>Monitoring Executive Performance

Monitoring executive performance is synonymous with monitoring organizational performance against board policies on Ends and Executive Limitations and the objectives of the League Strategic Plan. Any evaluation of President/Chief Executive Officer performance

---

<sup>19</sup> Amended: 11/17

<sup>20</sup> Amended: 11/02

<sup>21</sup> Amended: 11/07

shall be based on performance against board policies on progress on ends, executive limitations, and job description.

1. Monitoring will be as routine as possible.
2. A given policy may be monitored by internal or external reports, or by direct inspection.
3. The President/Chief Executive Officer may be required to produce information and data concerning adherence to the criteria contained in policy.
4. <sup>22</sup>During the May meeting the board will conduct an informal evaluation of the President/Chief Executive Officer, with the formal evaluation, which shall include an opportunity for input from the CCCT and CEOCCC boards of the League, taking place in November.

D. Acting President/Chief Executive Officer

The board shall not be left without a President/Chief Executive Officer. If the position of President/Chief Executive Officer becomes vacant, or the President/Chief Executive Officer will be absent for more than 30 (thirty) days, the League Chair may appoint an acting President/Chief Executive Officer following consultation with the League board.

#### IV. EXECUTIVE LIMITATIONS POLICIES

A. General Executive Constraint

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

B. Treatment of Members and Others

With respect to interaction with representatives of League member districts and those who use or seek to use League services, the President/Chief Executive Officer shall not cause or allow conditions, procedures, or decisions that are unlawful, unsafe, disrespectful, or that fail to provide appropriate confidentiality and privacy. Accordingly, the President/Chief Executive Officer shall not:

1. Fail to provide mechanisms that encourage and allow representatives of district members to provide input on League programs and services.
2. Fail to provide relevant and accurate information about League programs and services.
3. Undertake programs or activities or enter into relationships that adversely effect or reflect upon the image of the League and its community college district members.

C. Treatment of Staff

With respect to treatment of staff, the President/Chief Executive Officer may not cause or allow conditions that are unlawful, unfair, undignified or inequitable.

---

<sup>22</sup> Amended:11/07, 11/17 & 5/19



1. The President/Chief Executive Officer may not operate without written personnel procedures that clarify personnel rules for staff, provide for effective handling of grievances and protect against wrongful conditions. The procedures shall be regularly updated and communicated to staff.
2. The President/Chief Executive Officer may not operate without procedures that support equal opportunity and treatment.

D. Employment, Compensation and Benefits

With respect to employment, compensation and benefits to employees, consultants and contract workers, the President/Chief Executive Officer may not cause or allow jeopardy to fiscal integrity or public image. Accordingly, the President/Chief Executive Officer may not, without board approval:

1. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
2. Establish or change benefits so that the benefits cause unfunded liabilities to occur or in any way commit the organization to benefits that incur unpredictable future costs.
3. Employ personnel or consultants in a manner that would create obligations of revenue that cannot be reasonably projected to exist.

E. Financial Planning and Budgeting

Financial planning for any fiscal year shall not deviate materially from board Ends Policies or risk fiscal jeopardy. Accordingly, the President/Chief Executive Officer may not:

1. Propose for board action a budget that contains too little information to enable credible projections of revenues and expenses and disclosure of planning assumptions.
2. Plan the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
3. Establish membership dues, which is the prerogative of the board.
4. Fail to maintain categorical reserves for equipment, furnishings and building maintenance.
5. Allow operating and categorical reserves to drop below a four months cash flow level.

F. Financial Condition and Activity

With respect to the actual, ongoing condition of the League's financial health, the President/Chief Executive Officer may not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from board priorities established in the Ends Policies. Accordingly, the President/Chief Executive Officer may not, without express board approval:

1. <sup>23</sup>Expend more funds than have been received in the fiscal year to date, to the extent such expenditure would result in operating and categorical reserves falling below four months cash flow.
2. Fail to settle payroll and debts in a timely manner.
3. Allow tax payments or other government-ordered and regulatory payments or filings to be overdue or inaccurately filed.
4. Acquire, encumber or dispose of real property.
5. Fail to pursue receivables after a reasonable grace period.
6. Make any payment or withdrawal without two signatures.
7. Allow unbonded personnel access to material amounts of funds.
8. Receive, process or disburse funds under controls that are insufficient to meet the board-appointed auditor's standards.
9. Fail to arrange for an annual audit of the financial statements of the League using an auditor approved by the board.

G. Asset Protection

The President/Chief Executive Officer may not allow League assets to be unprotected, inadequately maintained or unnecessarily risked. Accordingly, the President/Chief Executive Officer may not:

1. Fail to insure against theft and casualty losses to at least 80% replacement value.
2. Unnecessarily expose the organization, its boards or staff to claims of liability or fail to insure against such liability.
3. Allow assets and equipment to be maintained improperly or to become out-of-date for the needs of the League.
4. Fail to provide reasonable security to protect employees, property, equipment, information and files from loss or significant harm or damage.

H. <sup>24</sup>Communication and Support to the Boards

With respect to providing information and support to the League board and the CCCT and CEOCCC boards of the League, the President/Chief Executive Officer may not permit them to be uninformed. Accordingly, the President/Chief Executive Officer may not:

1. Fail to inform the boards of relevant trends, material external and internal changes and changes in assumptions upon which any board policy or position previously has been established.

---

<sup>23</sup> Amended:11/07

<sup>24</sup> Amended 11/02

2. Fail to inform the board of the quarterly status of the fiscal condition of the League.
3. Fail to advise the boards if, in the President/Chief Executive Officer's opinion the board is not in compliance with its policies or positions.
4. Fail to marshal for the boards as many staff and external points of view, issues and options as needed for fully informed board choices.
5. Fail to provide a mechanism for official board communications.
6. Fail to deal with each board as a whole except when fulfilling reasonable individual board member requests for information or responding to officers or committees duly charged by the boards.
7. Fail to report in a timely manner an actual or anticipated noncompliance by staff with any policy of the boards.

---

Governing Policies adopted by  
League Board of Directors  
April 1998

Amended: November 2000  
Amended: November 2001  
Amended: November 2002  
Amended: April 2005  
Amended: November 2005  
Amended: November 2006  
Amended: November 2007  
Amended: April 2009  
Amended: January 2012  
Amended: January 2013  
Amended: November 2017  
Amended: May 2018