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TITLE:	Duties and Responsibilities of the President
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**PRESIDENT AND BOARD OF TRUSTEES.** The President of the College is the chief administrator of the institution and the person to whom the Board delegates much of its authority, though not its ultimate accountability. The Board expects to be generally informed by the President of the College's major activities, and particularly of special issues, opportunities or problems that occur or are likely to appear.

**PLANNING AND BUDGET.** The President is the direct advisor and assistant to the Board of Trustees in long-range (strategic) planning, and the senior member of the institution's planning efforts and committees. The budget officer of the College reports to the President concerning budget planning, preparation, current status and expenditures. The President keeps the Board informed and, as necessary, involved.

**STRUCTURE AND PROGRAMS.** The President is the chief "architect" of the College in that he or she is directly and inevitably involved in the development of the campus and its satellites, in the choice of programs to offer or retain or terminate, and in other significant areas such as student services, extension study and international programs. The President's advice and counsel on all such structures and activities will be expected by the Board.

**PERSONNEL.** It is the President's responsibility to show by example and to encourage in other ways the selection, retention and advancement of well qualified persons throughout the institution. Diversity and equal opportunity will be promoted persistently in personal assignments.

**RELATIONSHIPS.** The President is the chief spokesperson for the College, locally and outside Whatcom County. On campus, he or she is expected to establish productive relationships with the faculty, staff and administration and Associated Students; as well as with other groups as time and necessity allow. Key to this, of course, is communication, whether in presentations, open forums, series of smaller meetings, a column in the campus paper, or other means and media.

Off-campus, the President will be urged to join various clubs, boards, committees or task forces. Such contacts and memberships are important. Beyond District 21, the President will be obliged to join groups and establish relationships--Professional (state, perhaps regional or national), legislative, state boards and agencies, foundations, and other groups or persons. The President will make these choices as appropriate and, if necessary, in consultation with the Board.

**EVALUATION, ASSESSMENT.** The President's performance is evaluated annually by the Board based on the Board's observations and on a written self-assessment submitted by the President to the Board. Every third year this evaluation expands to include opinion and commentary from a cross-section of groups and individuals on- and off-campus. This reflects the emphasis on performance evaluation throughout campus--and throughout higher education itself.

The President of Whatcom Community College is expected to insist on competent evaluation of personnel, programs, major service areas, and budget expenditure. In planning and conducting such evaluation, the experience and talent of the faculty and administration are to be sought and welcomed.

**MANAGEMENT.** To use wisely and effectively the resources that budget, talent and time provide for achieving or maintaining College priorities and obligations--let this definition of the word stand for now. Whatcom's President (and faculty, administration and staff) will be judged by results, as well as on short- and long-range plans and intentions. The President and his or her staff are expected to provide examples of sensible and productive use of



time and resources. The President is expected to encourage like performance down or across the administrative, instructional and other lines of service at Whatcom Community College.

**LEADERSHIP.** A word of ten letters. It is the key word in any advertisement of an opening for a College President. At Whatcom Community College, the Board of Trustees will find leadership or its absence in the credit that accrues during the year to the President from his or her sponsorship and encouragement of ways to meet established goals, and from the President's suggestions and selection of staff and resources to modify current practice or to adopt what has proved successful in other settings. The role of the President is readily determined in regard to the criteria just stated.

Some of the presidential duties and responsibilities described above are relatively permanent or unchanging over time. Others are of particular concern at one time or another. Still others will appear in time to come. The Whatcom Community College Board of Trustees will review these annually and modify them as appropriate at the time.

