



# **NMC Governance Guide**

**An Organizational Guide to  
Participatory Governance, Planning, Assessment, and Budgeting**

September 2023

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| <ul style="list-style-type: none"><li>• Maintain the confidentiality of bargaining positions</li></ul> |  |
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## Community Relations

Governing and leading community-based institutions requires boards and CEOs to be active participants in their communities and ensure strong college-community connections. Community relations roles and tasks are in the areas of:

- General Oversight
- Community Involvement
- Marketing and Media Relations
- Foundation Support

BOARD ROLE AND TASKS	CEO ROLE AND TASKS
<b>General Oversight</b>	
<ul style="list-style-type: none"> <li>• Ensure that general interests of the external communities are represented in board decisions</li> <li>• Advocate for and support the colleges in the community</li> <li>• Maintain links with business, government, and community leaders</li> <li>• Adopt policies that govern:                             <ul style="list-style-type: none"> <li>○ Community relations</li> <li>○ marketing and public relations</li> <li>○ foundations and fundraising</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that district programs respond to community needs</li> <li>• Advocate for and support the colleges in the community</li> <li>• Maintain links with business, government, and community leaders</li> <li>• Lead and administer programs that                             <ul style="list-style-type: none"> <li>○ Reflect a positive image for the college</li> <li>○ Engender community support for the college</li> <li>○ Ensure strong college and community connections</li> </ul> </li> </ul>
<b>Community Involvement</b>	
<ul style="list-style-type: none"> <li>• Seek out various community perspectives</li> <li>• Establish and engage in systematic methods to link with community representatives and policy-makers including:                             <ul style="list-style-type: none"> <li>○ K-12 boards</li> <li>○ local governments</li> <li>○ community and business policy boards</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Establish a culture that fosters responsiveness to community needs and positive relations with the public and community groups</li> <li>• Actively seek and foster professional relationships with education, government, business, and other community leaders</li> <li>• Participate in community events and service organizations</li> </ul>

<ul style="list-style-type: none"> <li>○ higher education policy and advisory boards</li> <li>● Adopt policies that: <ul style="list-style-type: none"> <li>○ Ensure community input into strategic planning and institutional evaluation</li> <li>○ Encourage partnerships and relationships with community organizations</li> <li>○ Define community use of college facilities</li> </ul> </li> <li>● Set the policy direction for community service</li> </ul>	<ul style="list-style-type: none"> <li>● Encourage partnership programs with K-12 and higher education institutions</li> <li>● Ensure that planning processes assess and respond to community needs</li> <li>● Ensure a comprehensive program of community services and events</li> <li>● Establish and monitor procedures for public use of and participation in college facilities, programs, services, and events</li> </ul>
<b>Marketing and Media Relations</b>	
<p>Adopt policies that:</p> <ul style="list-style-type: none"> <li>● Set parameters for marketing and public relations programs</li> <li>● Establish standards of good practice (ethics) for trustee relations with the public and media</li> </ul>	<ul style="list-style-type: none"> <li>● Establish and administer comprehensive public relations operations; ensure the accuracy and quality of communication to public</li> <li>● Keep board informed about <ul style="list-style-type: none"> <li>○ Issues that may result in media contacts</li> <li>○ Public relations and marketing efforts</li> </ul> </li> </ul>
<b>Foundation Support</b>	
<ul style="list-style-type: none"> <li>● Adopt policies that establish the direction and parameters for a foundation</li> <li>● Support and monitor the foundation</li> <li>● Establish links with the foundation board of directors</li> </ul>	<ul style="list-style-type: none"> <li>● Establish a foundation and ensure that it is effective</li> <li>● Actively support foundation activities through personal involvement</li> </ul>

## Legislative Relations

Legislative support is important for institutional success. The board and CEO play key roles in working with legislators and garnering support. The area of legislative relations includes:

- Understanding Policy Trends and Issues
- Establishing and Communicating Priorities and Needs
- Advocating on Behalf of the Institution

Board Role and Tasks	CEO Roles and Tasks
<b>Policy Trends and Issues</b>	
<ul style="list-style-type: none"> <li>• Engage in ongoing study of policy issues and trends through reading and conference attendance</li> <li>• Allocate time at board meetings and hold study sessions to discuss policy issues, trends, and system priorities</li> <li>• Understand the impact of state and national policy on local mission and goals</li> </ul>	<ul style="list-style-type: none"> <li>• Establish processes to stay up to date on policy issues and trends</li> <li>• Monitor and gather relevant information</li> <li>• Ensure the board is aware of policy issues and trends:                             <ul style="list-style-type: none"> <li>○ Provide summaries of key points Forward legislative alerts and other relevant information to the board</li> <li>○ Design board agendas to allow time to discuss issues</li> </ul> </li> <li>• Provide background and analysis of key initiatives to enable the board to take a position</li> </ul>
<b>Local Priorities</b>	
<ul style="list-style-type: none"> <li>• Allocate time to study and understand local community needs and priorities</li> <li>• Adopt positions that further the ability of the district to achieve its goals</li> <li>• Discuss local priorities and issues with the CCCT board of directors and the Community College League staff</li> </ul>	<ul style="list-style-type: none"> <li>• Provide information and analysis to the board of local trends and issues that may require legislative response</li> <li>• Inform the board of the impact of state and national legislative initiatives on local priorities</li> <li>• Forward positions to state associations and the Chancellor's Office</li> </ul>
<b>Legislative Advocacy</b>	
<ul style="list-style-type: none"> <li>• Identify and make key contacts with legislators</li> </ul>	<ul style="list-style-type: none"> <li>• Manage the board's legislative advocacy activities</li> </ul>

<ul style="list-style-type: none"> <li>• Ensure that the CEO and all board members are introduced to key contacts</li> <li>• Study issues to ensure effective communication with legislators</li> <li>• Maintain ongoing and appropriate communication with legislators</li> <li>• Advocate on behalf of the college and its contributions to the community</li> <li>• Support board positions, as well as state system and association positions where not in conflict</li> </ul>	<ul style="list-style-type: none"> <li>• Identify and make key contacts with legislators; ensure board members are introduced to key contacts</li> <li>• Identify a legislative liaison on the staff</li> <li>• Arrange for legislators to visit the district; include board members in these visits</li> <li>• Provide information to the board for advocacy purposes</li> <li>• Inform the board of Chancellor's Office, state and national association positions</li> </ul>
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## Legal Affairs

Governing boards and CEOs share the responsibility to ensure that the district:

- Abides by Local, State, and Federal Laws and Legal Intent
- Uses Legal Counsel Prudently

Board Role and Tasks	CEO Role and Tasks
<b>Laws and Regulations</b>	
<ul style="list-style-type: none"> <li>• Adopt policies specifically required by law and regulation</li> <li>• Delegate authority to the CEO and require that procedures exist that comply with local, state and national laws and regulations</li> <li>• Monitor compliance</li> <li>• Follow laws related to board practices, including conflicts of interest, open and public meetings, confidentiality of closed sessions, and political practices</li> </ul>	<ul style="list-style-type: none"> <li>• Be aware of laws and regulations that affect the institution</li> <li>• Inform the board and new trustees about major laws and regulations</li> <li>• Ensure that administrative procedures exist and are followed to comply with law and regulation</li> <li>• Monitor compliance and report to the board</li> <li>• Advise the board about laws and regulations that affect the board</li> </ul>
<b>Legal Actions and Counsel</b>	
<ul style="list-style-type: none"> <li>• Request legal counsel only as a board, work through the CEO</li> <li>• Request legal advice well in advance of potential problems</li> <li>• Accept and expect realistic assessments of the board's legal position</li> <li>• Establish policies that guide the CEO's response to lawsuits and threats of legal action</li> <li>• Adopt policies that insure and protect the assets and personnel of the district, as well as the board</li> </ul>	<ul style="list-style-type: none"> <li>• Recommend appropriate legal counsel to advise the board</li> <li>• Inform the board of legal counsel used to advise the college</li> <li>• Inform the board of threats of legal action and lawsuits</li> <li>• Keep the board informed of progress on and outcomes of legal matters</li> <li>• Prepare summaries and analyses that review all options for the board when board action is required on legal issues</li> <li>• Ensure that the district has adequate liability protection</li> </ul>