

CREATION STORY

Dale D. Old Horn and Timothy McCleary. 1995.

Apsaalooke Social and Family Structure. Little Big Horn College, Crow Agency, Montana.

The Crow people say the Creator, lichikbaalia, created the humans by instructing four ducks to go down into a body of deep water and retrieve mud from the bottom. The first three ducks failed, but after a long time, the fourth duck brought some mud from the bottom of the water. From this the Crow were formed. The Creator then breathed into his creation and for this reason Crow people say that speech or the word is sacred. Then he brought the Crow to a very clear spring and inside this spring they were shown a man with his bow drawn taut. The Creator said, "This is Crow people, I have made them to be small in number, but they will never be overcome by any outside force." The Crow people say that neither man nor woman was made first, it is simply said that the Crow were created.

BOARD PROCEDURES SECTION

Article I. Organization, Authority, and Governance

A. Authority

Little Big Horn College ("College") is a tribally chartered institution of higher education established pursuant to the sovereign authority of the Crow Tribe. The College operates under its Charter, Articles of Incorporation, By-Laws, applicable Crow Tribal law and resolutions, applicable federal law, accreditation requirements, and policies duly adopted by the Board of Trustees.

The Board of Trustees serves as the governing body of the College and exercises all powers reserved to it under the College Charter and By-Laws. In exercising its authority, the Board acts as fiduciary steward of the College and shall remain attentive to the interests of its students, the Crow Tribe, and future generations.

B. Mission of Governance

The Board exists to preserve and advance the mission of Little Big Horn College by providing strategic leadership, fiduciary oversight, institutional accountability, and policy direction.

The Board governs through the establishment of policy and oversight of institutional performance. Except as otherwise provided by law, the Charter, or Board policy, responsibility for the day-to-day administration and management of the College is delegated to the President.

The Board recognizes that effective governance requires mutual respect between Trustees and the administration. Trustees act collectively through duly adopted Board action and shall refrain from directing individual employees or participating in the day-to-day management of College operations except as expressly authorized by Board policy.

C. Institutional History

Little Big Horn College was chartered by the Crow Tribe in January 1980 following many years of higher education and adult education programming developed through the Crow Central Education Commission. Through partnerships with institutions within the Montana University System, the Crow Tribe demonstrated its ability to design and deliver college-level academic instruction while preparing for the establishment of an independent tribal college.

The College began offering post-secondary education and vocational training in 1981, initially providing programs in business, home nursing, production, and general studies. The first Board of Trustees, consisting entirely of enrolled members of the Crow Tribe, published the College's first catalog in 1983 and initiated the accreditation process.

The College relocated into its current campus facilities in 1983. In 1984, Little Big Horn College achieved candidacy status with the Northwest Commission on Colleges and Universities. Full accreditation as a community college was granted in June 1990.

In 1994, Little Big Horn College was designated a Tribal Land-Grant Institution under the Equity in Educational Land-Grant Status Act, joining the nation's tribal colleges in advancing education, research, extension, and community development.

Since its founding, Little Big Horn College has remained dedicated to preserving Crow language, culture, history, and sovereignty while providing accessible, high-quality higher education opportunities that strengthen the Apsáalooke Nation and surrounding communities.

D. Principles of Governance

The Board shall conduct its affairs in a manner that reflects the values of the Crow Tribe and the responsibilities entrusted to it by the College Charter. The Board shall preserve and advance the mission, vision, and long-term interests of the College; exercise independent judgment in the best interests of the institution; conduct College business ethically and in accordance with applicable law and Board policy; and foster public confidence through transparency, accountability, and responsible stewardship of College resources.

In carrying out these responsibilities, the Board shall respect the distinction between governance and administration by focusing on policy, strategy, oversight, and institutional accountability while delegating operational management to the President. The Board shall promote academic excellence, fiscal responsibility, institutional integrity, continuous improvement, and effective accreditation compliance while preserving and promoting Crow language, culture, traditions, and sovereignty throughout the educational mission of the College.

Article II. Board of Trustees

A. Composition

The Board of Trustees shall consist of twelve (12) enrolled members of the Crow Tribe, consisting of two (2) tribal-member residents from each of the six reservation districts, elected by the eligible voters of their respective districts in accordance with the Charter and applicable Crow Tribal election procedures.

B. Terms of Office

Trustees shall serve four-year terms, subject to the staggered-term provisions established by the Charter. Trustees shall assume office in accordance with the Charter and applicable Crow Tribal election procedures.

C. Vacancies

A vacancy occurring before the expiration of a Trustee's term shall be filled in accordance with Article 3(m) of the Charter. The candidate receiving the next highest number of votes in the previous election for the district represented by the vacant position shall be eligible to serve for the remainder of the unexpired term. If there is no such candidate, or if that candidate declines to serve, the Chairman of the Crow Tribal Executive Branch shall appoint an eligible person to fill the vacancy, subject to final confirmation by the Crow Tribal Legislature.

D. Qualifications

Consistent with Article 3(c) of the Charter, a candidate for the Board of Trustees shall:

1. Be twenty-five (25) years of age or older;
2. Have no felony convictions;
3. Be registered to vote pursuant to Crow voter-registration procedures in the Crow Reservation District in which the candidate seeks election;
4. Possess a high school diploma or equivalent certificate and at least one year of additional training or college; and
5. Not be an elected member of the Crow Tribal Executive or Legislative Branch.

The qualifications for election to the Board shall be limited to those established by the Charter. Trustees, once elected, remain subject to the duties, standards of conduct, ethics requirements, and other obligations governing Board service established by these Policies and Procedures.

E. Removal

A Trustee may be removed by a three-fourths majority vote of the Board, upon motion of another Trustee, as provided in Article 3(l) of the Charter.

Complaints alleging misconduct by a Trustee, and any investigation, notice, opportunity to respond, or other process preceding consideration of removal, shall be governed by Articles XVII through XX of these Policies and Procedures to the extent consistent with the Charter. Nothing in those procedures shall be construed to impose a condition upon, or restrict the exercise of, removal authority expressly conferred by Article 3(l) of the Charter. Nothing in these

Policies and Procedures creates grounds for removal, alters the vote required for removal, or otherwise limits or expands the removal authority established by the Charter.

F. Oath of Office

Before assuming office, each Trustee shall take the following oath:

I do solemnly swear that I will faithfully serve as a Trustee of Little Big Horn College. I will uphold the Charter, By-Laws, and policies of the College; faithfully discharge the duties of Trustee to the best of my ability; protect the mission and long-term interests of the College; preserve the language, culture, and sovereignty of the Crow Tribe; exercise sound judgment and integrity in all Board actions; and faithfully fulfill the fiduciary responsibilities entrusted to me.

A signed oath shall be maintained as part of the official records of the College.

G. Trustee Orientation and Continuing Education

Each newly elected Trustee shall participate in an orientation program addressing the College's Charter and By-Laws, Board policies and governance responsibilities, fiduciary obligations, accreditation requirements, financial oversight, ethics, conflicts of interest, executive-session procedures, and the strategic priorities of the College.

Article III. Duties and Responsibilities of the Board of Trustees

A. Governing Responsibility

The Board of Trustees is the governing body of Little Big Horn College and is responsible for preserving the College's mission, ensuring its long-term success, and exercising the powers granted to it under the Charter, By-Laws, and applicable law. Acting collectively, the Board serves as steward of the College on behalf of the Crow Tribe, its students, faculty, staff, alumni, and future generations.

The Board fulfills this responsibility by establishing institutional policy, providing strategic leadership, exercising fiduciary oversight, safeguarding academic quality, and evaluating institutional performance. In carrying out these responsibilities, the Board shall remain mindful that its role is one of governance rather than administration. Except where authority is expressly reserved to the Board, responsibility for the day-to-day management and operation of the College is delegated to the President.

No individual Trustee possesses authority to bind the College, direct employees, or speak on behalf of the Board unless specifically authorized by official Board action.

B. Stewardship of the College

The Board shall preserve and advance the mission of Little Big Horn College by ensuring that the institution remains responsive to the educational needs of the Crow Tribe while maintaining the highest standards of academic integrity, fiscal responsibility, and institutional accountability.

In exercising this responsibility, the Board shall establish the College's mission and long-range goals, adopt policies necessary for the governance of the institution, approve strategic plans and major institutional initiatives, and periodically evaluate the College's progress toward accomplishing its mission. The Board shall ensure that the College continues to preserve and strengthen Crow language, culture, history, and sovereignty while providing high-quality educational opportunities for its students.

The Board further recognizes that institutional effectiveness requires continuous assessment. Accordingly, it shall regularly review reports concerning student achievement, institutional performance, accreditation, financial condition, and other indicators necessary to evaluate the overall health of the College.

C. Academic Oversight

The Board bears ultimate responsibility for protecting the academic integrity and educational quality of the College. While responsibility for curriculum development, instruction, and academic administration rests with the President and faculty, the Board shall review and approve significant academic initiatives upon recommendation of the President. The Board shall approve new degree and certificate programs and shall ensure that the educational programs of the College remain consistent with its mission and responsive to the needs of the Crow Tribe and surrounding communities.

D. Financial Stewardship

The Board is responsible for ensuring the financial stability of the College and for safeguarding the assets entrusted to the institution.

In fulfilling this responsibility, the Board shall adopt the annual operating and capital budgets, review periodic financial reports, receive and consider independent audits, establish appropriate financial policies, and ensure that College resources are managed prudently, lawfully, and in furtherance of the College's mission.

The Board shall also provide oversight of the College's physical facilities, capital improvements, and long-range campus development, recognizing that responsible stewardship of College property is essential to fulfilling the institution's educational mission. Consistent with Article 6(j) of the Charter, the Board shall approve salary schedules developed by the President and shall approve salary adjustments recommended by the President.

E. The President

The President serves as the chief executive officer of the College and is accountable directly to the Board.

The Board shall appoint, support, evaluate, and, when necessary, discipline or remove the President in accordance with the President's employment agreement, applicable Board policy, the College's governing documents, and applicable law. The Board shall establish institutional priorities and evaluate the President's performance based upon the accomplishment of those priorities, the effective administration of the College, and the advancement of the College's mission.

The Board recognizes that effective governance depends upon a relationship of mutual trust and respect between the Board and the President. Trustees shall communicate institutional concerns through the President whenever practicable and shall avoid directing or supervising College employees except through authority expressly granted by Board action or policy.

F. Representation of the College

The Board serves as an advocate for Little Big Horn College and shall promote public understanding of the College's mission and accomplishments. The Board shall encourage productive relationships with the Crow Tribe, governmental agencies, educational institutions, alumni, donors, community organizations, and the public.

The Board may establish advisory committees when appropriate and may adopt resolutions expressing the College's position on matters affecting tribal higher education, tribal sovereignty, or issues of significant institutional concern.

G. Accountability

The Board recognizes that good governance requires transparency, integrity, and accountability.

Accordingly, the Board shall annually review its own performance, evaluate the effectiveness of its governance practices, and ensure that its policies remain current and responsive to the changing needs of the College. The Board shall also ensure that appropriate systems exist for institutional assessment, financial accountability, ethical conduct, and compliance with applicable law, accreditation standards, and the governing documents of the College. Such annual review shall occur following the conclusion of the Spring semester.

Article IV. Officers of the Board

A. Purpose

The officers of the Board shall consist of a President, Vice-President, and Secretary as provided by the Charter. For purposes of these Policies and Procedures, the President of the Board shall be referred to as the "Board Chair" or "Chair," and the Vice-President shall be referred to as the "Vice Chair."

The officers of the Board exist to facilitate the orderly conduct of the Board's work and to carry out those responsibilities assigned by the Charter, these Policies and Procedures, and actions of the Board. Election as an officer confers no greater governing authority than that possessed by any other Trustee except as specifically provided by the Charter, these Policies and Procedures, or official action of the Board. All officers remain accountable to the Board and exercise their responsibilities on its behalf.

B. President of the Board (Board Chair)

The Chair serves as the presiding officer of the Board and is responsible for promoting effective governance, maintaining the integrity of Board proceedings, and ensuring that the Board fulfills its responsibilities under the Charter and these Policies and Procedures.

The Chair shall preside at meetings of the Board, work collaboratively with the President in developing meeting agendas, execute documents authorized by the Board, and represent the Board in official functions when appropriate. The Chair shall also promote respectful deliberation among Trustees and ensure that all members have a reasonable opportunity to participate in the Board's work.

Except as expressly authorized by Board action or these Policies and Procedures, the Chair shall possess no independent authority to establish College policy or direct the administration of the College.

C. Vice-President (Vice Chair)

The Vice-President, referred to in these Policies and Procedures as the "Vice Chair," shall perform the duties of the Board Chair during the Chair's absence, incapacity, or recusal and shall assist the Chair in carrying out the work of the Board. While acting in place of the Chair, the Vice Chair shall possess the same authority and responsibilities as the Chair for the matter at hand.

D. Secretary

The Secretary is responsible for ensuring the integrity of the Board's official records. The Secretary shall oversee the Board's official recordkeeping function and shall work with designated College staff to ensure that minutes and official Board records accurately reflect the actions of the Board. Administrative responsibility for maintaining and preserving official records may be assigned to appropriate College staff.

E. Election and Vacancies

The Board shall elect from among its members a President (Board Chair), Vice-President (Vice Chair), and Secretary in accordance with the Charter.

Should an office become vacant before expiration of its term, the Board shall elect a successor at the next regular meeting or at a special meeting called for that purpose. Pending such election,

the Board may designate a Trustee to perform the duties of the vacant office. The Board shall elect its officers at its regular August meeting.

Article V. Committees of the Board

A. Purpose

The Board may establish standing and special committees as necessary to assist in carrying out its governance responsibilities. Committees exist to study issues, review information in greater detail than is practical during regular Board meetings, and make recommendations to the full Board. Committees enhance the efficiency of the Board's work but do not diminish the responsibility of the full Board for governance of the College.

Except where expressly authorized by the Charter or by formal action of the Board, committees possess no independent authority to establish policy, direct College employees, or take official action on behalf of the Board.

B. Standing Committees

The Board establishes the following standing committees: the Academic and Student Success Committee, the Finance and Audit Committee, the Facilities Committee, the Governance and Nominations Committee, and the Personnel Committee. The Board may establish additional standing committees or modify existing committees whenever it determines that doing so will improve the governance of the College.

Following the election of officers, the Chair shall recommend committee assignments for consideration by the Board. In making assignments, the Board should seek to balance Trustee interests and experience while ensuring that each committee is capable of fulfilling its responsibilities.

C. Responsibilities of Committees

Committees shall review matters referred to them by the Board or the Chair and shall report their findings and recommendations to the full Board for consideration. Committee deliberations are advisory in nature unless the Board has expressly delegated limited authority for a particular purpose.

The Academic and Student Success Committee shall assist the Board in matters relating to educational quality, curriculum, student achievement, accreditation, and institutional effectiveness. The committee shall periodically review academic programs and recommend actions necessary to strengthen the educational mission of the College.

The Finance and Audit Committee shall assist the Board in overseeing the fiscal health of the College, including budgets, financial reporting, audits, investments, capital planning, facilities, and long-range campus development. The committee shall review significant financial matters before they are presented to the Board whenever practicable.

The Governance and Nominations Committee shall assist the Board in maintaining effective governance practices by reviewing Board policies, recommending improvements to governance procedures, coordinating Trustee orientation and continuing education, and overseeing periodic Board self-evaluations.

The Personnel Committee shall advise the Board on matters reserved to the Board relating to the President's employment, evaluation, compensation, and other personnel matters expressly reserved to the Board by the Charter, Board policy, or contract. The committee may also review proposed revisions to institutional personnel policies before their consideration by the full Board.

The Facilities Committee shall assist the Board in overseeing matters relating to College facilities, capital improvements, deferred maintenance, campus safety and security, and long-range campus development. The committee shall review significant facilities and capital matters before they are presented to the Board whenever practicable.

D. Special Committees

The Board may establish special or ad hoc committees whenever necessary to address a specific project, investigation, or matter requiring focused attention. Unless otherwise provided by Board action, a special committee shall automatically dissolve upon completion of its assigned responsibilities or submission of its final report.

E. Committee Procedures

Committees shall conduct their work in a manner consistent with these Policies and Procedures and shall keep the Board informed of their activities through regular reports. Recommendations of a committee shall not become official acts of the Board unless adopted by the Board at a duly convened meeting.

Article VI. Board Meetings

A. Purpose

The Board conducts its business through duly noticed meetings at which Trustees deliberate, establish policy, exercise oversight, and take official action on behalf of the College. Meetings shall be conducted in a manner that promotes thoughtful deliberation, transparency, accountability, and respect for differing viewpoints while ensuring the orderly conduct of College business.

Regular meetings of the Board shall be held monthly on the third Wednesday of each month as required by the Charter. By majority action, the Board may move a regular meeting to another date within the same month. Special and emergency meetings may be called as authorized by the Charter and these Policies and Procedures.

Because Little Big Horn College is an institution of the Crow Tribe, meetings of the Board may be conducted in both the Crow and English languages. Both languages are recognized as

appropriate for the conduct of Board business, and reasonable efforts should be made to ensure that all Trustees are able to participate fully in Board deliberations.

B. Notice, Quorum, and Meeting Requirements

Notice of each regular Board meeting, together with the proposed agenda, shall be delivered to each Trustee and posted publicly at least five (5) days before the meeting as required by the Charter.

Emergency meetings may be called by the Board Chair upon at least forty-eight (48) hours' notice. Written notice of an emergency meeting shall identify the agenda items to be considered.

A quorum shall consist of the number of Trustees required by the Charter. The Board shall take official action only when the quorum and voting requirements established by the Charter or other controlling authority are satisfied.

The Board shall review and act upon the minutes of each meeting no later than one month following the meeting or at the next regular or special meeting, as provided by the Charter. Approved minutes shall be made available within five (5) working days following their approval.

C. Agenda and Preparation

The Chair and the President shall work collaboratively to prepare the agenda for each Board meeting. Trustees may request that matters be placed on a future agenda through the Chair.

Board materials should be distributed sufficiently in advance of meetings to permit meaningful review and informed deliberation. Trustees are expected to prepare for meetings by reviewing agenda materials in advance and arriving prepared to participate in discussion and decision-making.

The Board recognizes that informed decisions require adequate information. Matters requiring Board action should ordinarily include sufficient background information, supporting documentation, and recommendations to allow the Board to understand the legal, financial, operational, and strategic implications of the proposed action. When additional information is necessary, the Board may defer action pending further review.

D. Public Participation

Meetings of the Board shall be open to the public except when the Board enters executive session as authorized by the Charter.

The Board welcomes respectful participation by members of the College community and the public. Individuals wishing to address the Board may be asked to identify themselves and indicate the matter upon which they wish to speak. The Chair may establish reasonable procedures governing public comment, including time limits and requirements that comments remain germane to matters within the Board's authority.

Public participation is intended to assist the Board in carrying out its governance responsibilities and shall not interfere with the orderly conduct of Board meetings. Public comment does not create an entitlement to Board action, response, or deliberation at the meeting at which the comment is received.

E. Executive Session

Meetings of the Board shall be open to the public except when the Board enters executive session for litigation or personnel matters as authorized by Article 3(k) of the Charter.

When an executive session concerns a personnel matter, the matter shall be considered in open session if the employee involved requests an open session, as provided by the Charter.

The Board may protect privileged and confidential information considered within an authorized executive session consistent with applicable law. Attendance shall be limited to Trustees and those other persons whose presence is reasonably necessary for consideration of the matter.

No final action shall be taken in executive session unless expressly authorized by controlling law or the Charter. Official Board action shall otherwise be taken in open session.

F. Minutes and Records

The Board shall maintain an accurate and permanent record of its proceedings. Minutes shall reflect the actions taken by the Board and summarize the matters considered without attempting to serve as a verbatim transcript of discussion.

Following approval by the Board, the minutes shall become part of the official records of the College and shall be maintained in the Office of the President. Board records designated as public under applicable law or College policy shall be made available for inspection in accordance with established College procedures. Confidential, privileged, personnel, student, investigative, and executive-session records shall be protected as required by applicable law and College policy.

Article VII. Board Policy and Governance Process

A. Policy Authority

The Board governs primarily through the adoption of policy. Board policies establish the institutional framework within which the President administers the College and provide continuing guidance for the governance of Little Big Horn College.

The Board recognizes that effective policies are developed through thoughtful consideration, consultation, and deliberate action. Whenever practicable, proposed policies and significant policy revisions should be reviewed by the appropriate Board committee and made available for comment by those members of the College community who may be materially affected.

B. Adoption and Revision of Policy

Policies may be proposed by the Board, the President, a Board committee, or other persons authorized by the Board.

Except when the Board determines that immediate action is necessary, a new Board policy or material amendment should ordinarily receive an initial reading at one regular meeting and final consideration at a subsequent meeting. The Board may waive this requirement by an affirmative vote when circumstances warrant expedited action. The Board may defer action when additional study, legal review, or consultation would assist its deliberations.

Once adopted by the Board, policies shall remain in effect until amended or repealed by subsequent Board action.

The Governance and Nominations Committee shall maintain a regular policy-review schedule designed to ensure that each Board policy is reviewed at least once every three years, or more frequently when required by changes in law, accreditation requirements, institutional circumstances, or Board direction.

C. Administrative Regulations

The Board recognizes that policies establish institutional direction while administrative regulations provide the operational procedures necessary to implement those policies.

The President is authorized to develop, issue, and revise administrative regulations consistent with Board policy. Administrative regulations shall not conflict with Board policy and shall remain subject to review by the Board. Nothing in this Article shall be construed to require Board approval of routine administrative procedures unless such approval is expressly required by Board policy or the Charter.

D. Emergency Action

The Board recognizes that circumstances may arise requiring immediate administrative action before the Board has an opportunity to adopt or amend policy.

When immediate action is necessary to protect the interests of the College and no applicable Board policy provides sufficient guidance, the President may take such action as reasonably necessary. The President shall report such action to the Board at the earliest practicable opportunity together with any recommendation for permanent policy if appropriate.

Article VIII. Delegation of Authority to the President

A. General Delegation

The Board delegates to the President responsibility for the administration and management of Little Big Horn College. This delegation reflects the Board's recognition that effective governance depends upon a clear distinction between the Board's responsibility for policy and oversight and the President's responsibility for leadership and administration.

Except as otherwise reserved to the Board by the Charter, By-Laws, these Policies and Procedures, or other Board action, the President possesses the authority necessary to administer the affairs of the College and to implement the policies adopted by the Board.

B. Authority of the President

As the chief executive officer of the College, the President is responsible for providing leadership to all instructional, administrative, financial, and student services functions of the institution. The President shall administer the policies of the Board, supervise College personnel, oversee institutional planning and budgeting, safeguard College property and resources, represent the College in its external relationships, and ensure compliance with applicable law, accreditation standards, grant requirements, and Board policy.

The President shall keep the Board fully informed regarding matters of significant institutional importance and shall provide such reports and recommendations as are reasonably necessary to permit the Board to fulfill its governance responsibilities.

C. Personnel Authority

Pursuant to Article 6(a) of the Charter, the Board hereby formally delegates to the President the Board's authority to ratify the hiring and firing of College employees recommended by the President. Accordingly, except with respect to the President and except where otherwise expressly reserved to the Board by the Charter or other controlling authority, the President is authorized to hire, appoint, supervise, evaluate, discipline, reassign, and terminate College employees in accordance with applicable College policies, employment agreements, and law.

The President may delegate administrative personnel functions to appropriate College administrators and supervisors but remains accountable to the Board for the effective administration of the College's personnel system.

The delegation established by this Section constitutes formal Board action for purposes of Article 6(a) of the Charter and shall remain effective unless modified or rescinded by subsequent Board action.

D. Contracting Authority

Pursuant to Article 6(b) of the Charter, the Board hereby formally delegates to the President authority to enter into and execute contracts and agreements on behalf of the College in the ordinary course of College operations, provided that such contracts and agreements are consistent with the approved budget, applicable procurement and financial policies, and any limitations established by the Board.

The Board may by policy or other official action reserve specified contracts, categories of contracts, transactions, or expenditure levels for prior Board approval.

The delegation established by this Section constitutes formal Board action for purposes of Article 6(b) of the Charter and shall remain effective unless modified or rescinded by subsequent Board action.

E. Relationship Between the Board and the President

The Board and the President share responsibility for the success of the College while exercising distinct and complementary roles.

The Board establishes institutional policy, approves strategic direction, evaluates institutional performance, and exercises fiduciary oversight. The President implements those policies, manages the operations of the College, supervises employees, and directs the day-to-day affairs of the institution.

Trustees shall ordinarily communicate requests for institutional information through the President and shall refrain from directing or supervising College employees except as expressly authorized by Board action. Likewise, the President shall respect the Board's exclusive authority over matters reserved to the Board and shall faithfully implement Board policies and directives.

The effectiveness of the College depends upon mutual trust, open communication, respect for institutional roles, and a shared commitment to the mission of Little Big Horn College.

F. Accountability

The delegation of administrative authority to the President does not diminish the Board's ultimate responsibility for the governance of the College. The President remains accountable to the Board for the faithful administration of Board policies and for the overall performance of the institution.

The Board shall exercise its oversight through regular reports, strategic planning, financial review, institutional assessment, accreditation oversight, and the annual evaluation of the President. Except as otherwise provided by the Charter or Board policy, the Board shall exercise its authority through policy and oversight rather than through direct involvement in the daily administration of the College. Such annual review shall occur following the conclusion of the Spring semester.

ADMINISTRATION SECTION

Article IX. President of the College

A. Chief Executive Officer

The President of Little Big Horn College is appointed by and accountable to the Board of Trustees and serves as the chief executive officer of the College. The President is responsible for the overall leadership, management, and administration of the College and for carrying out the mission, strategic direction, policies, and official actions established by the Board.

The President shall provide educational and institutional leadership for the College and shall oversee its administrators, faculty, staff, academic programs, student services, financial operations, facilities, institutional advancement, public relations, and other administrative functions. In exercising these responsibilities, the President shall preserve and advance the College's commitment to Crow language, culture, history, sovereignty, student success, and community service.

The President shall administer the College consistent with the Charter, By-Laws, Board policies, applicable law, accreditation requirements, contractual and grant obligations, and the approved budget of the College.

B. Relationship to the Board

The President serves as the principal administrative and professional advisor to the Board. The President shall keep the Board informed of matters materially affecting the condition, operation, reputation, accreditation, financial stability, or long-term interests of the College and shall provide information and recommendations reasonably necessary for the Board to exercise informed governance and fiduciary oversight.

The President shall attend meetings of the Board unless excused by the Chair or when the Board determines that the President's presence is unnecessary or inappropriate for consideration of a particular matter. Nothing in this provision authorizes the Board to close a meeting or enter executive session except as permitted by the Charter.

The President shall work collaboratively with the Chair in developing Board agendas and preparing matters for Board consideration. The President shall implement official actions and policies adopted by the Board and shall report to the Board concerning their implementation when appropriate.

The President's responsibility for administration does not restrict the Board's access to information reasonably necessary to fulfill its governance responsibilities. At the same time, individual Trustees shall respect the President's responsibility for administration and shall not independently direct or supervise College employees.

C. Administrative Authority

The President is delegated executive responsibility for administering policies adopted by the Board and for executing Board decisions requiring administrative action. Except for matters expressly reserved to the Board, the President shall possess the authority reasonably necessary to operate and manage the College.

Within the framework established by the Board, the President may establish administrative regulations, procedures, practices, organizational structures, and standards governing routine College operations. The President may delegate administrative authority to appropriate College

officers and employees but remains accountable to the Board for the proper exercise of authority delegated by the Board.

When circumstances require administrative action in an area for which the Board has not adopted specific policy, the President may exercise reasonable discretion consistent with the mission and interests of the College. Material actions taken under such authority shall be reported to the Board, together with a recommendation for additional Board policy when appropriate.

Article X. Selection and Appointment of the President

A. Presidential Search

The appointment of the President is one of the Board's most significant governance responsibilities. When a presidential vacancy occurs or is anticipated, the Board shall establish a search and selection process designed to identify candidates capable of providing effective educational, administrative, cultural, and institutional leadership for Little Big Horn College.

The Board may serve as the presidential search committee or may appoint a search committee that includes appropriate representation from the Board and the College community. The Board may engage professional search assistance or other outside expertise when doing so would serve the interests of the College.

Before commencing a search, the Board shall establish or approve the qualifications, responsibilities, institutional priorities, and selection criteria for the position and shall determine the process by which candidates will be evaluated. The search process should provide appropriate opportunities for participation by College constituencies while preserving the Board's ultimate responsibility and authority to select the President.

B. Appointment

The Board retains exclusive authority to appoint the President. Recommendations from a search committee, consultants, faculty, staff, students, community members, or other constituencies are advisory and do not limit the Board's independent judgment.

The terms and conditions of presidential employment shall be established in a written employment agreement approved by the Board and executed by the authorized representatives of the College.

An acting or interim President may be appointed by the Board when necessary to maintain continuity of institutional leadership. The authority of an acting or interim President shall be established by the Board and, unless otherwise specified, shall include the administrative authority reasonably necessary to operate the College.

Article XI. Responsibilities of the President

A. Institutional Leadership

The President shall provide leadership for the College's educational mission and institutional development and shall promote a culture of student success, academic excellence, professional responsibility, continuous improvement, and respect for Crow culture and community.

The President shall maintain awareness of developments affecting tribal colleges, higher education, accreditation, federal programs, and the economic and educational environment in which the College operates. The President shall recommend strategic initiatives and policy changes to the Board when necessary to respond to emerging opportunities, risks, or institutional needs.

The President shall coordinate the development and implementation of the College's strategic plan and shall regularly report to the Board concerning institutional progress toward established goals.

B. Academic and Student Programs

The President is responsible for the supervision and administration of the College's instructional and student-support programs. Consistent with established principles of academic governance, the President shall ensure that faculty and appropriate academic bodies have a meaningful role in curriculum development, academic standards, assessment, and program review.

The President shall ensure that academic programs and student services remain aligned with the College's mission, accreditation requirements, student needs, and appropriate academic standards. Matters requiring Board approval shall be presented to the Board with sufficient information and recommendation to permit informed consideration.

C. Personnel Administration

The President serves as the College's chief administrative authority for personnel matters other than matters concerning the President.

Consistent with Board policy, the President is responsible for the recruitment, appointment, supervision, evaluation, discipline, reassignment, and termination of College personnel and for ensuring that personnel actions are administered fairly, consistently, and in accordance with applicable policies, employment agreements, and law.

The President may delegate personnel functions to the Human Resources Officer, Deans, supervisors, or other appropriate administrators while remaining accountable for the effective administration of the College's personnel system.

The President shall keep the Board informed concerning significant workforce conditions and institutional personnel risks but shall not ordinarily present individual employment decisions to the Board for approval unless Board action is expressly required by policy, contract, the Charter, or other governing authority. Notwithstanding the administrative personnel authority delegated to

the President, salary schedules and salary adjustments requiring Board approval under Article 6(j) of the Charter shall be presented to the Board for consideration and action.

D. Financial Administration

The President is responsible for the preparation and administration of the College's budget and for maintaining appropriate financial management and internal-control systems.

The President shall prepare or cause to be prepared proposed annual operating and capital budgets for Board consideration and, following adoption, shall administer College resources within the authority provided by the approved budget and Board policy. The President shall ensure that the Board receives timely, accurate, and understandable financial information sufficient to evaluate the financial condition of the College.

The President shall ensure appropriate administration of grants, contracts, restricted funds, federal awards, and other sources of College revenue and shall promote compliance with applicable financial, audit, procurement, and reporting requirements.

E. College Operations and Facilities

The President is responsible for the effective operation, maintenance, and security of College facilities, property, information systems, and equipment. The President shall develop and administer operational plans necessary to protect the health and safety of students, employees, and visitors and to preserve the College's physical and technological resources.

The President shall make recommendations to the Board concerning significant capital projects, long-range campus planning, acquisition or disposition of substantial assets, and other matters requiring Board action.

In an emergency affecting College operations, public health, safety, property, or institutional continuity, the President or authorized designee may take reasonable action necessary to protect the College community and preserve College operations. Material emergency actions shall be reported to the Board as soon as practicable.

F. External Relations

The President serves as the principal executive representative and spokesperson of the College and is responsible for maintaining effective relationships with the Crow Tribe, students and families, governmental entities, educational institutions, accrediting bodies, funders, donors, community organizations, and the public.

The President shall maintain an appropriate institutional public-relations and communications program and shall ensure that official College communications accurately represent the institution and its mission.

The President may designate other College officials to represent the institution or communicate on its behalf when appropriate.

G. Accreditation and Institutional Compliance

The President is responsible for ensuring that the College maintains systems reasonably designed to satisfy institutional accreditation requirements and other material legal, regulatory, contractual, and grant obligations.

The President shall keep the Board informed regarding accreditation status, material compliance concerns, required institutional reports, significant findings or recommendations, and actions reasonably necessary to protect the College's accreditation and institutional standing.

The President shall ensure that information provided to accrediting, governmental, and funding entities is accurate, complete, timely, and appropriately supported by institutional records.

Article XII. Presidential Performance and Evaluation

A. Annual Evaluation

The Board shall conduct a formal evaluation of the President at least annually. The evaluation is intended to promote accountability, strengthen communication between the Board and President, assess institutional leadership and performance, identify areas for improvement, and establish priorities for the succeeding evaluation period.

The evaluation shall consider the President's leadership in advancing the College's mission and strategic plan, student success and institutional effectiveness, financial stewardship, personnel and organizational management, accreditation and compliance, external relations, relationship with the Board, and such other performance criteria as the Board determines appropriate.

The Board may use a standardized presidential evaluation instrument adopted by the Board and maintained as an appendix to this Manual. The current draft instrument addresses institutional performance, institutional leadership, external relations, budgetary and fiscal management, personal qualities, and relations with the governing Board.

B. Evaluation Process

The Board shall establish the objectives, criteria, and process for each evaluation cycle. The President shall be afforded an opportunity to provide a written self-assessment and information concerning institutional accomplishments, challenges, and progress toward established goals.

The Board may seek appropriate input from College employees or other constituencies when such information will assist the Board in evaluating institutional leadership. Any such process should be structured and administered in a manner that produces useful information while protecting appropriate confidentiality and avoiding conversion of the presidential evaluation into an employee grievance or popularity process.

The Board shall deliberate regarding the President's performance and shall communicate the results of the evaluation to the President. The evaluation should identify areas of strength, areas requiring improvement, and priorities or expectations for the next evaluation period. The President may submit a written response, which shall be maintained with the final evaluation in the President's personnel record.

C. Continuing Performance Oversight

The annual evaluation does not prevent the Board from providing feedback to the President throughout the year. The Chair, acting on behalf of the Board, should maintain regular communication with the President concerning progress toward institutional priorities and issues requiring Board attention.

Informal performance discussions shall not substitute for the formal annual evaluation required by this Article.

Article XIII. Employment and Termination of College Personnel

A. Administrative Responsibility

Pursuant to the formal delegation of personnel authority established in Article VIII of these Policies and Procedures, and except with respect to the President or where the Charter or other controlling authority expressly provides otherwise, responsibility for employment decisions concerning College personnel is delegated to the President.

The Board establishes the policies governing employment but shall not ordinarily participate in individual hiring, supervision, evaluation, discipline, or termination decisions. This separation preserves the President's responsibility and accountability for administration while allowing the Board to exercise appropriate governance and policy oversight.

Employment searches, appointments, evaluations, disciplinary actions, and terminations shall be administered in accordance with applicable College policies and procedures.

B. Information to the Board

The President shall keep the Board appropriately informed regarding material personnel developments affecting the overall operation, financial condition, legal exposure, accreditation, or institutional stability of the College. Providing such information does not transfer administrative responsibility for individual personnel decisions to the Board.

Nothing in this Section limits the Board's authority to obtain information reasonably necessary to carry out its fiduciary or governance responsibilities or to investigate matters within its lawful authority.

C. Matters Reserved to the Board

Personnel authority relating to the President remains exclusively with the Board. Complaints, investigations, evaluations, discipline, administrative leave, contract renewal, and termination involving the President shall be handled pursuant to the procedures established for presidential matters in this Manual, the President's employment agreement, and other applicable governing documents.

The Board may also exercise appellate authority over personnel matters only where an appeal to the Board is expressly authorized by College policy, contract, or other controlling authority. The existence of Board appellate authority shall not be construed to authorize Trustees to participate in the underlying administrative decision or investigation except as specifically provided by policy.

ACCOUNTABILITY SECTION

Article XIV. Institutional Accountability

A. Purpose

Little Big Horn College is committed to maintaining the confidence of the Crow Tribe, its students, employees, governmental partners, funding agencies, accrediting bodies, and the public through responsible governance, ethical leadership, and effective institutional administration.

Accountability is a shared responsibility. The Board of Trustees is accountable for governance, policy, fiduciary oversight, and institutional stewardship. The President is accountable for administration and implementation of Board policy. Faculty and staff are accountable for carrying out their assigned responsibilities in accordance with applicable law, College policy, professional standards, and the mission of the College.

The purpose of this Article is to establish the general framework through which the Board exercises oversight while respecting the distinction between governance and administration.

B. Institutional Integrity

The College shall conduct its affairs honestly, ethically, transparently, and in a manner that preserves public confidence in the institution.

The Board and the President share responsibility for ensuring that the College complies with its Charter, applicable Tribal and federal law, accreditation requirements, grant obligations, financial reporting requirements, and Board policy. Institutional decisions shall be guided by the educational mission of the College, respect for Crow sovereignty and culture, sound fiscal stewardship, and the long-term interests of the institution.

The College shall maintain administrative systems reasonably designed to promote accountability, accurate recordkeeping, effective internal controls, institutional assessment, and continuous improvement.

C. Responsibility for Oversight

The Board fulfills its oversight responsibilities primarily through policy adoption, strategic planning, financial review, institutional assessment, presidential evaluation, accreditation oversight, committee work, and regular reports from the President.

Oversight is intended to evaluate institutional performance rather than manage daily operations. Except where authority is expressly reserved to the Board or otherwise required by law, the Board shall ordinarily discharge its responsibilities by establishing institutional expectations and evaluating outcomes rather than directing the methods by which those outcomes are achieved.

The President shall provide the Board with information reasonably necessary to enable informed decision-making and effective governance. Trustees likewise shall exercise their oversight responsibilities in a manner that respects the President's responsibility for administration.

D. Reporting to the Board

The President shall periodically report to the Board concerning matters materially affecting the College, including the institution's financial condition, enrollment, academic programs, accreditation, student success, facilities, strategic planning, legal matters, risk management, grant administration, and other significant operational issues.

The Board may request additional information reasonably necessary to fulfill its fiduciary responsibilities. Requests for institutional information should ordinarily be directed through the President so that information may be gathered accurately, consistently, and efficiently.

Nothing in this Article limits the authority of the Board to obtain information reasonably necessary to discharge its governance responsibilities.

E. Institutional Assessment

The Board recognizes that effective governance depends upon meaningful evaluation of institutional performance.

The President shall maintain processes for institutional assessment consistent with accreditation requirements and shall periodically report to the Board regarding student achievement, institutional effectiveness, strategic planning objectives, financial performance, operational performance, and other indicators appropriate for evaluating fulfillment of the College's mission.

The Board shall utilize this information in evaluating institutional effectiveness and establishing future strategic priorities.

F. Accreditation

The Board recognizes that institutional accreditation is essential to the continued success of Little Big Horn College and requires ongoing commitment by both the Board and the administration.

The Board shall exercise governance responsibilities in a manner consistent with accreditation standards and shall receive regular reports regarding accreditation activities, recommendations, corrective actions, substantive changes, and institutional compliance.

The President shall promptly inform the Board of any material accreditation concern, warning, sanction, or other development that could materially affect the accreditation status of the College.

G. Financial Accountability

The Board shall exercise continuing oversight of the financial condition of the College through review of budgets, financial reports, audits, internal controls, investments, debt, capital planning, and long-range financial sustainability.

The President shall ensure that financial records are maintained accurately, that public and grant funds are administered responsibly, that appropriate internal controls are maintained, and that independent audits are completed as required by law or Board policy.

Material audit findings, significant financial risks, instances of fraud, or other matters affecting the financial integrity of the College shall be reported promptly to the Board.

H. Risk Management

The President shall establish administrative practices reasonably designed to identify, evaluate, and manage significant institutional risks.

Such risks may include financial, legal, operational, cybersecurity, information technology, facilities, safety, regulatory compliance, personnel, enrollment, accreditation, and reputational risks affecting the College.

The Board shall periodically review significant institutional risks and the measures undertaken by the administration to address those risks.

I. Corrective Action

When institutional performance identifies significant deficiencies or failures to comply with Board policy, accreditation standards, legal obligations, or strategic priorities, the President shall develop and implement appropriate corrective measures.

The Board may request periodic progress reports regarding corrective actions and may establish institutional expectations or performance objectives designed to address identified concerns.

Nothing in this Article limits the authority of the Board to exercise any power otherwise reserved to it under the Charter, these Policies and Procedures, or applicable law.

J. Reporting to the Crow Tribal Legislative Branch

In accordance with Article 7 of the Charter, the Board shall cause a quarterly report concerning Little Big Horn College to be presented to the Crow Tribal Legislative Branch at each regularly scheduled Legislative Session.

The report shall include the information required by the Charter, including significant College activities and events, enrollment, general personnel information, student statistics, the status of ongoing and planned projects, general financial information, accreditation status, and such other information as may be required by the Charter.

The President shall timely provide the Board with the information and administrative support reasonably necessary for the Board to satisfy this reporting obligation. The College shall maintain copies of the quarterly reports as part of its institutional records.

Article XV. Ethics, Compliance, and Reporting Obligations

A. Ethical Conduct

The Board, the President, administrators, faculty, and staff share responsibility for maintaining the highest standards of honesty, integrity, professionalism, and public trust.

Every employee shall conduct College business in a manner consistent with applicable law, College policy, fiduciary responsibility, and the educational mission of the College.

B. Duty to Report

College employees who become aware of conduct that reasonably appears to violate law, Board policy, College policy, grant requirements, accreditation obligations, or standards of professional conduct should report such matters through appropriate supervisory or reporting channels established by the College.

Nothing in this Article shall be construed to prohibit an employee from making reports protected by applicable law or from communicating with governmental agencies or accrediting bodies where legally authorized.

C. Protection Against Retaliation

The College shall not retaliate against any individual who, in good faith, reports suspected misconduct, participates in an investigation, provides truthful information, or otherwise exercises rights protected by law or Board policy.

Knowingly false or malicious reports, however, may constitute misconduct subject to appropriate disciplinary action.

D. Relationship to Other Policies

This Article establishes general principles of institutional accountability and ethical administration.

Specific procedures governing investigations, employee grievances, complaints involving the President, Trustee conduct, conflicts of interest, hearings, disciplinary proceedings, appeals, and related matters shall be established elsewhere in these Policies and Procedures or in separate Board policies adopted by the Board.

CONDUCT, ETHICS, AND ENFORCEMENT SECTION

Article XVI. Trustee Standards of Conduct

A. Fiduciary Responsibility

Trustees occupy positions of trust and shall exercise their responsibilities in good faith, with reasonable care, and in a manner the Trustee reasonably believes to be in the best interests of Little Big Horn College. Trustees shall place the interests of the College above personal, political, financial, familial, or other interests when acting in their capacity as members of the Board.

Trustees shall exercise independent judgment, become reasonably informed before participating in significant Board decisions, protect College assets and confidential information, and support the lawful decisions of the Board notwithstanding disagreement with the outcome of a particular matter.

The fiduciary responsibilities of a Trustee are owed to the College as an institution. Nothing in these Policies and Procedures authorizes an individual Trustee to exercise administrative authority, direct College personnel, or take action on behalf of the College except when expressly authorized by the Board.

B. Collective Governance

The authority of the Board rests with the Board acting collectively at a duly convened meeting. Individual Trustees shall not represent that they possess authority to make commitments, issue directives, establish policy, or otherwise bind the College unless expressly authorized to do so.

Trustees may appropriately raise questions, request information, express concerns, and engage in vigorous discussion concerning College affairs. In doing so, Trustees shall respect established lines of authority and shall ordinarily direct requests concerning College operations through the President or through another process established by the Board.

Nothing in this Section limits a Trustee's right or responsibility to report suspected misconduct, raise concerns regarding the President, seek information necessary to discharge fiduciary responsibilities, or participate in an investigation or other process authorized by the Board.

C. Ethical Conduct

Trustees shall conduct themselves in a manner consistent with the dignity of their office and the mission and values of Little Big Horn College. Trustees shall act honestly and respectfully, avoid

misuse of their position, protect confidential information, disclose conflicts of interest, and refrain from conduct that materially interferes with the effective governance or administration of the College.

Trustees shall not use Board membership to obtain an improper personal benefit for themselves, members of their families, business associates, or other persons or organizations with which they have a material relationship. College information, property, funds, personnel, and other resources shall not be used for unauthorized personal purposes.

Disagreement among Trustees, criticism of College decisions, or good-faith advocacy concerning matters of institutional policy shall not, standing alone, constitute misconduct. These standards are intended to protect responsible governance and institutional integrity, not to suppress legitimate disagreement or deliberation.

D. Confidentiality

Trustees may receive confidential, privileged, personnel, student, financial, investigative, proprietary, or other nonpublic information in the course of their service. Trustees shall protect such information from unauthorized disclosure and shall use it only for legitimate College purposes.

The obligation of confidentiality continues after a Trustee leaves the Board to the extent required by law, privilege, Board policy, or the nature of the information.

Nothing in this Section prohibits disclosure authorized by the Board or required or protected by applicable law.

E. Compliance and Acknowledgment

Each Trustee shall comply with the Charter, By-Laws, these Policies and Procedures, the Trustee Code of Conduct, applicable conflict-of-interest requirements, and other policies governing Board service.

Upon appointment and periodically thereafter, Trustees shall acknowledge their responsibility to comply with applicable standards of conduct and shall participate in governance and ethics training required by the Board.

Article XVII. Conflicts of Interest and Recusal

A. General Standard

Trustees shall exercise their responsibilities solely in the interests of Little Big Horn College and shall avoid participating in matters in which personal, financial, familial, professional, or other interests materially interfere, or reasonably appear to interfere, with the Trustee's independent judgment on behalf of the College.

A conflict of interest may exist even when a Trustee receives no direct financial benefit. The relevant consideration is whether an interest or relationship could reasonably affect, or appear to affect, the Trustee's impartial exercise of Board responsibilities.

B. Duty to Disclose

A Trustee who has an actual or potential conflict of interest concerning a matter before the Board shall disclose the material facts to the Chair as soon as reasonably practicable and, when appropriate, to the Board before participating in consideration of the matter.

If the potential conflict involves the Chair, disclosure shall be made to the Vice Chair or another disinterested officer designated by the Board.

Trustees are responsible for identifying and disclosing their own conflicts. When uncertainty exists, disclosure is favored so that the Board may determine the appropriate course of action.

C. Determination and Recusal

After disclosure of a potential conflict, the disinterested members of the Board shall determine whether the Trustee may participate in discussion or action concerning the matter. The affected Trustee may provide factual information reasonably necessary to assist the Board in evaluating the potential conflict but shall not participate in the Board's determination regarding the Trustee's own disqualification.

When recusal is required, the Trustee shall not participate in deliberation or voting on the matter and, when appropriate to protect the integrity of the process, shall leave the meeting during consideration of the matter. The minutes shall reflect the disclosure and recusal without unnecessarily recording confidential personal information.

D. Conflicts in Complaints, Investigations, and Appeals

Particular care shall be taken to protect the independence of complaints, investigations, disciplinary matters, and appeals. A Trustee who is the subject of a complaint, participated materially in the underlying events, has previously acted as a decision-maker in the matter, or otherwise possesses a conflict that would reasonably call the Trustee's impartiality into question shall not participate as a decision-maker in that proceeding.

The Board shall structure complaint and appeal processes to provide a reasonably impartial decision-maker. When recusals prevent an existing Board committee or body from acting fairly or with sufficient membership, the Board may designate disinterested Trustees or, when permitted by the governing documents and applicable policy, an independent person or body to perform the assigned function.

Article XVIII. Complaints Concerning Trustees

A. Purpose and Scope

The Board is responsible for addressing credible allegations that a Trustee has materially violated the Charter, By-Laws, Trustee Code of Conduct, conflict-of-interest requirements, confidentiality obligations, fiduciary responsibilities, or other standards governing Board service.

This Article establishes a fair process for receiving, reviewing, and resolving such complaints while protecting the integrity of the Board, the rights of the Trustee involved, and the interests of the College.

The complaint process shall not be used to punish a Trustee for good-faith disagreement, criticism, voting decisions, requests for information, or participation in legitimate Board deliberations.

B. Submission and Initial Review

A complaint concerning a Trustee should be submitted in writing to the Chair and should identify the conduct at issue with sufficient specificity to permit meaningful review. If the complaint concerns the Chair, it shall be submitted to the Vice Chair. If both officers have a conflict, the complaint shall be submitted to another disinterested Trustee designated by the Board.

Upon receipt, the appropriate Board officer or designee shall conduct, or arrange for, an initial review to determine whether the allegations, if substantiated, could constitute a material violation of an applicable standard of conduct and whether further inquiry is warranted.

A complaint may be dismissed at the preliminary stage when it is outside the Board's authority, does not allege conduct that could constitute a violation, lacks sufficient information to permit meaningful review after reasonable efforts to obtain clarification, or is plainly duplicative of a matter already resolved.

C. Notice and Investigation

When further review is warranted, the Trustee who is the subject of the complaint shall receive reasonable notice of the substance of the allegations and an opportunity to respond.

The Board shall determine the appropriate means of investigation based upon the nature and seriousness of the allegations. The investigation may be conducted by disinterested Trustees, legal counsel, an independent investigator, or another qualified person designated by the Board. The investigator shall be provided sufficient authority and access to relevant information to conduct a fair and reasonably complete review.

The investigation should seek information both supporting and contradicting the allegations and should provide the subject Trustee a reasonable opportunity to identify relevant information or witnesses.

D. Board Consideration

Upon completion of the investigation, the Board shall consider the findings and determine whether a violation has been established under the applicable standard. The Trustee who is the subject of the proceeding shall not participate as a decision-maker concerning the complaint.

Before final action, the Trustee shall have a reasonable opportunity to respond to the material findings upon which the Board proposes to rely.

The Board's determination shall be based upon the information developed through the review and shall be documented in the manner appropriate to the seriousness of the matter and the action taken.

E. Corrective and Disciplinary Action

When the Board determines that a Trustee has violated an applicable standard, the Board may take corrective or disciplinary action within its lawful authority. The action selected should be reasonably related to the nature, seriousness, frequency, and consequences of the violation and may include counseling, additional training, a directive to cease specified conduct, censure, removal from an officer or committee position, or initiation of removal proceedings when authorized by the Charter, By-Laws, Tribal law, or other controlling authority.

Nothing in this Article creates removal authority beyond that granted by the College's governing documents or applicable Tribal law.

Article XIX. Complaints Concerning the President

A. Board Responsibility

Because the President reports directly to the Board, allegations concerning serious misconduct, breach of contract, material violation of College policy, failure to perform presidential responsibilities, retaliation, or other conduct that could reasonably warrant Board action shall be addressed by the Board rather than through the President's ordinary administrative chain of command.

The Board shall distinguish complaints requiring Board review from routine administrative disagreements, employment grievances involving other employees, or matters appropriately resolved through existing College processes. The fact that a complaint mentions or disagrees with an action of the President does not necessarily convert the matter into a complaint requiring investigation by the Board.

B. Submission and Preliminary Review

A complaint alleging misconduct by the President should be submitted in writing to the Chair. If the Chair has a conflict of interest, the complaint shall be submitted to the Vice Chair or another disinterested Trustee designated by the Board.

The Chair or designee shall determine whether the allegations, if substantiated, concern conduct within the Board's responsibility for supervision of the President and whether further review is warranted. Legal counsel may be consulted during this preliminary assessment.

The Board should avoid initiating a formal investigation based solely upon generalized dissatisfaction, unsupported accusations, or matters that are properly addressed through another College process. At the same time, allegations presenting a credible risk to students, employees, College finances, accreditation, legal compliance, or institutional integrity shall receive timely and appropriate review.

C. Investigation

When investigation is warranted, the Board shall determine the appropriate scope and method of review. Depending upon the nature of the allegations, the Board may appoint a committee of disinterested Trustees, retain independent legal counsel or an investigator, or authorize another qualified and impartial person to conduct the investigation.

The President shall receive reasonable notice of the material allegations and a meaningful opportunity to respond. The investigation shall seek relevant information fairly and shall not presume either that the allegations are true or that they are unfounded.

The Board shall protect confidentiality to the extent reasonably possible while recognizing that sufficient disclosure may be necessary to conduct a fair investigation, obtain legal advice, satisfy accreditation or reporting obligations, or take appropriate corrective action.

D. Interim Measures

When necessary to protect the College, preserve evidence, prevent interference with an investigation, protect individuals from retaliation, or maintain institutional operations, the Board may impose reasonable interim measures while a complaint is pending.

Interim measures are precautionary and shall not be treated as a determination that misconduct occurred. Any administrative leave, limitation of authority, or other employment action affecting the President shall be consistent with the President's employment agreement, the governing documents of the College, applicable law, and Board policy.

E. Determination and Action

Upon completion of the investigation, the Board shall review the information developed and determine whether further action is warranted. The President shall be afforded an opportunity to respond to material adverse findings before final disciplinary action is taken, except where immediate action is lawfully necessary.

The Board may determine that the allegations are unsubstantiated, require corrective direction or performance expectations, warrant discipline, or justify other action within the Board's authority.

Any disciplinary or employment action shall comply with the President's employment agreement, applicable Board policy, the College's governing documents, and applicable law.

Article XX. Investigative Integrity and Fair Process

A. General Principles

Investigations conducted under these Policies and Procedures shall be fair, reasonably prompt, impartial, and appropriate to the seriousness and complexity of the matter. The purpose of an investigation is to establish a reliable factual record sufficient for an informed institutional decision, not to advocate for a predetermined outcome.

The person conducting an investigation shall be free from material conflicts of interest and shall exercise independent judgment. Investigators shall consider relevant evidence without regard to whether it supports or contradicts the allegations under review.

B. Cooperation and Preservation of Information

Trustees, officers, and employees are expected to cooperate in authorized College investigations and to preserve documents, electronic information, communications, and other materials reasonably related to a matter under review.

No person shall knowingly destroy, conceal, alter, falsify, or improperly withhold relevant information after becoming aware of an investigation or a reasonable likelihood that an investigation will occur.

C. Confidentiality and Noninterference

Information concerning complaints and investigations shall be shared only with persons who have a legitimate institutional need to know or when disclosure is otherwise authorized or required.

No Trustee, employee, or other person acting on behalf of the College shall improperly interfere with an investigation, attempt to influence the testimony of another person, retaliate against a participant, or use College authority to obstruct the collection or consideration of relevant information.

Confidentiality requirements shall not be interpreted to prohibit lawful reporting, consultation with personal counsel, or other communications protected by applicable law.

D. Standard for Institutional Determinations

Factual determinations shall be made under the standard established by the law, contract, policy, or procedure governing the matter. When no particular standard is prescribed, the decision-making body shall evaluate the available information fairly and reasonably and shall make findings sufficient to support the institutional action taken. The seriousness of potential

consequences should inform the degree of care exercised in evaluating the reliability and completeness of the evidence.

E. Records

The College shall maintain appropriate records of formal complaints, investigations, findings, and resulting actions. Access to investigative records shall be limited consistent with confidentiality, privilege, personnel requirements, applicable law, and legitimate institutional needs.

Records concerning allegations that are not substantiated shall be maintained and disclosed in a manner that appropriately reflects the outcome of the investigation and avoids treating unsubstantiated allegations as established misconduct.

Article XXI. Employee Grievances and Appeals

A. Purpose and Relationship to Administrative Authority

Little Big Horn College shall maintain fair and orderly procedures through which employees may raise grievances concerning employment actions, working conditions, application of College policy, or other matters for which a grievance or appeal is authorized by College policy.

The grievance process is intended to provide meaningful review of employment concerns while preserving the respective responsibilities of supervisors, administrators, the President, and the Board. Except where these Policies and Procedures or another controlling policy expressly provide otherwise, grievances shall be addressed initially through the College's administrative processes rather than by the Board.

The Board establishes the policies governing employee grievances and appeals but shall not ordinarily investigate, hear, or decide individual employee grievances in the first instance. Administrative responsibility for implementing those policies rests with the President and appropriate College officials.

Consistent with Article 6(k) of the Charter, the Board establishes and maintains the institutional grievance framework for employees and students and shall ensure that applicable grievance procedures provide timely due process. Administrative implementation of those procedures may be delegated to the President and other designated College officials, and grievance review may be assigned to the Complaint Resolution Board or other impartial decision-makers as provided by duly adopted College policy.

Nothing in Articles XXI through XXIII is intended to eliminate, expand, or modify any grievance, hearing, or appeal right established by an existing College policy, employment agreement, or other controlling authority. Those rights shall continue to be governed by the applicable policy or agreement unless and until amended by the Board.

B. Administrative Resolution

Employees should ordinarily seek resolution of employment concerns at the lowest appropriate administrative level consistent with applicable College policy. Supervisors and administrators are expected to address concerns fairly, promptly, and consistently and to provide employees with notice of available grievance or appeal procedures when required.

The College's employee grievance procedures shall identify the types of matters subject to grievance, applicable filing requirements and timelines, the administrative officials responsible for review, and the manner in which decisions are communicated.

Nothing in this Article requires informal resolution when the nature of the allegations, a conflict of interest, applicable law, or another College policy makes informal resolution inappropriate.

The specific procedures, filing requirements, timelines, and available levels of review applicable to employee grievances shall be established by separate College policy or procedure adopted or approved pursuant to the authority established by the Charter and these Policies and Procedures.

C. Impartiality and Conflicts of Interest

No person should serve as the decision-maker in a grievance or appeal when that person has a material conflict of interest, is the subject of the grievance, or participated in the underlying decision to such an extent that independent review would not reasonably be possible.

When the official ordinarily responsible for a stage of review is disqualified, the President shall designate another qualified and impartial decision-maker. If the President is disqualified, or if the grievance concerns the President, the matter shall be handled in accordance with Article XIX or another procedure specifically established by the Board.

The existence of disagreement with an employee, prior knowledge of relevant facts, or ordinary supervisory responsibility does not, standing alone, establish a disqualifying conflict. The relevant consideration is whether the circumstances would reasonably call the decision-maker's impartiality into question.

D. Fair Process

An employee pursuing a grievance shall receive reasonable notice of the matter being considered and a meaningful opportunity to provide relevant information in accordance with the procedure applicable to the grievance.

The College shall endeavor to resolve grievances reasonably promptly while allowing sufficient time for fair review. Participants shall cooperate with authorized review processes and provide truthful information.

The nature and extent of process required may vary according to the nature of the employment action, the interests affected, applicable contractual rights, and the governing College policy. Nothing in this Article creates contractual, property, or procedural rights beyond those otherwise established by law, contract, or duly adopted College policy.

E. Appeals

An employee may appeal an administrative grievance decision only when an appeal is expressly authorized by applicable College policy, contract, or other controlling authority. An appeal is a review of the decision below and shall not ordinarily constitute a new investigation or rehearing of the entire matter.

An appeal may consider whether the decision was consistent with applicable College policy, whether required procedures were substantially followed, whether the decision was supported by the record, and whether material new information unavailable during the earlier proceeding warrants further consideration.

The applicable grievance procedure shall identify the final administrative decision-maker and any further appeal authorized to the Complaint Resolution Board or Board of Trustees.

Article XXII. Complaint Resolution Board

A. Purpose

The College may maintain a Complaint Resolution Board to provide impartial review of employee grievances or other matters specifically assigned to it by College policy.

The Complaint Resolution Board is an adjudicative or review body rather than a governing body of the College. It possesses only the authority expressly assigned to it by Board policy and shall not exercise the general policy-making, supervisory, or administrative authority of the Board of Trustees or President.

B. Composition and Eligibility

The composition and method of selection of the Complaint Resolution Board shall be established by Board policy. Members shall be selected with due regard for impartiality, reliability, familiarity with College policies, and the ability to evaluate disputed matters fairly.

A person shall not participate in a matter before the Complaint Resolution Board when the person has a material conflict of interest, is a party or material witness, participated materially in the decision under review, or has another relationship or interest that would reasonably call the person's impartiality into question.

When a member is disqualified, an alternate shall be selected in accordance with procedures established by the Board. The College shall maintain a sufficient process for selecting alternates so that recusals do not prevent timely review of a matter.

C. Authority

The Complaint Resolution Board shall hear only those matters for which review by the Complaint Resolution Board is expressly authorized by College policy.

In carrying out its responsibilities, the Complaint Resolution Board shall apply the Charter, By-Laws, Board policies, applicable administrative policies, employment agreements, and other governing authority relevant to the matter. The Complaint Resolution Board shall not disregard or amend College policy based upon its view of what the policy should provide. Concerns regarding the wisdom or adequacy of an existing policy may be separately referred to the President or Board for prospective consideration.

The Complaint Resolution Board shall have reasonable access to the information necessary to decide matters properly before it, subject to applicable confidentiality, privilege, and legal restrictions.

D. Proceedings

Proceedings before the Complaint Resolution Board shall be conducted fairly and in a manner appropriate to the nature of the dispute. The parties shall receive reasonable notice of the issues under review and an opportunity to present information authorized by the applicable grievance procedure.

The Complaint Resolution Board may establish reasonable procedures for the orderly presentation of information, questioning of participants, submission of documents, and conduct of proceedings, provided those procedures remain consistent with controlling College policy.

Proceedings need not conform to formal judicial rules of evidence or procedure unless expressly required by law or College policy. The Complaint Resolution Board should consider information reasonably determined to be relevant and reliable and shall base its decision upon the record properly before it.

E. Decisions

The Complaint Resolution Board shall issue a written decision stating the disposition of the matter and sufficient explanation to identify the basis for its decision. The decision shall be provided to the parties and maintained as an official College record in accordance with applicable confidentiality requirements.

The decision shall become final unless a further appeal is expressly authorized by College policy. The Complaint Resolution Board shall advise the parties of any authorized further appeal and applicable filing deadline.

Article XXIII. Appeals to the Board of Trustees

A. Limited Appellate Role

The Board of Trustees shall serve as the final institutional appellate authority only for those matters in which an appeal to the Board is expressly authorized by the Charter, By-Laws, Board policy, contract, or other controlling authority.

The Board's appellate role is distinct from its responsibility to govern the College. The availability of an appeal to the Board does not authorize individual Trustees to intervene in an ongoing personnel matter, direct the administrative process, independently investigate the dispute, or advocate for a party before the matter properly reaches the Board.

Trustees should avoid involvement in matters that may later come before them on appeal when such involvement could compromise, or reasonably appear to compromise, their ability to provide impartial review.

B. Scope of Review

Unless the policy governing a particular appeal provides otherwise, Board review shall be based upon the record developed below and shall be limited to determining whether the decision materially failed to comply with applicable College policy or governing authority, whether required procedures were substantially followed, whether the decision was reasonably supported by the record, or whether material new evidence that could not reasonably have been presented earlier requires additional consideration.

The Board shall not substitute its judgment for reasonable administrative determinations merely because individual Trustees might have reached a different decision in the first instance. The purpose of appellate review is to ensure fairness, compliance with College policy, and institutional accountability, not to assume responsibility for day-to-day personnel administration.

C. Conflicts and Recusal

A Trustee shall not participate in an appeal when the Trustee has a material conflict of interest, participated materially in the underlying investigation or decision, has become an advocate for or against a party, or otherwise cannot reasonably provide impartial review.

A Trustee's recusal shall not invalidate the participation of the remaining disinterested Trustees so long as the Board retains the membership necessary to act under the Charter, By-Laws, or other applicable governing authority.

When recusals prevent the Board from providing the review required by College policy, the Board shall determine whether an alternative process is authorized by the Charter, By-Laws, applicable policy, or other controlling authority and, if so, shall establish a process consistent with that authority and the substantive rights provided by the applicable policy.

D. Board Action

After reviewing the record and any submissions permitted by the applicable procedure, the Board may affirm the decision, reverse or modify the decision when authorized, or remand the matter for further proceedings.

When procedural error or an incomplete factual record can appropriately be corrected through further administrative proceedings, remand should ordinarily be favored over the Board conducting its own investigation.

The Board's decision shall be documented in writing and shall constitute the final institutional decision unless further review is required by applicable law, contract, or other controlling authority.

Article XXIV. Remedies, Corrective Action, and Enforcement

A. General Principles

Violations of College policy shall be addressed in a manner reasonably proportionate to the nature, seriousness, frequency, and consequences of the conduct. Corrective action should protect the College and its community, promote accountability, address identified deficiencies, and reduce the likelihood of recurrence.

The appropriate response may differ depending upon whether the matter concerns a Trustee, the President, another College employee, or an institutional practice. Nothing in this Article alters the allocation of authority established elsewhere in these Policies and Procedures.

B. Employee Matters

Pursuant to the personnel authority formally delegated to the President under Article VIII, corrective or disciplinary action involving College employees other than the President shall ordinarily be administered by the President or appropriate administrative officials in accordance with applicable personnel policies.

Available action may include counseling, training, corrective direction, performance improvement requirements, discipline, reassignment, suspension or administrative leave when authorized, termination, or other action permitted by applicable policy or contract.

The Board shall not impose discipline upon an employee merely because a matter has come before the Board on appeal unless the governing policy expressly assigns that authority to the Board.

C. Presidential Matters

Corrective or disciplinary action concerning the President is reserved to the Board and shall be taken in accordance with Article XIX, the President's employment agreement, the Charter, By-Laws, and other applicable governing authority.

The Board may establish performance expectations, require corrective action, impose discipline authorized by contract or policy, place the President on administrative leave when authorized, or take other lawful employment action appropriate to the circumstances.

D. Trustee Matters

Corrective or disciplinary action concerning a Trustee shall be governed by Articles XVII and XVIII and the College's governing documents.

A Trustee may be removed only in accordance with Article 3(l) of the Charter and Article II.E of these Policies and Procedures. Nothing in this Manual creates additional grounds for removal, alters the vote required for removal, or otherwise expands or limits the removal authority established by the Charter.

E. Institutional Corrective Action

A complaint or investigation may identify deficiencies in College policy, internal controls, supervision, training, recordkeeping, governance, or administrative practices even when individual misconduct is not established.

The President shall address administrative deficiencies within the President's authority and shall report material corrective actions to the Board. When corrective action requires amendment of Board policy, additional resources, or other Board action, the President shall make appropriate recommendations to the Board.

The Board may likewise direct institutional corrective action within its governance authority when necessary to address deficiencies identified through audits, accreditation reviews, investigations, assessments, or other oversight activities.

Article XXV. Administration and Review of Board Policies and Procedures

A. Interpretation and Administration

These Policies and Procedures shall be interpreted consistently with the Charter, Articles of Incorporation, By-Laws, applicable Tribal law, and other controlling legal authority. In the event of an irreconcilable conflict, controlling authority shall govern.

The Board retains authority to interpret provisions governing its own organization, authority, procedures, and responsibilities. The President is responsible for administering provisions concerning College operations and personnel within the authority delegated by the Board.

Questions presenting significant legal issues or uncertainty concerning the respective authority of the Board and President may be referred to legal counsel.

B. Relationship to Other College Policies

These Policies and Procedures establish the principal governance framework for Little Big Horn College. Administrative manuals, employee policies, academic policies, procedures, handbooks, and other institutional documents shall be interpreted, to the extent reasonably possible, consistently with this Manual.

The adoption of this Manual does not automatically repeal existing College policies unless the Board expressly provides otherwise. The President and Governance and Nominations Committee

shall identify provisions of existing policies that conflict with or require revision because of amendments to this Manual and shall recommend or implement appropriate revisions within their respective authority.

C. Annual Review

The Governance and Nominations Committee shall oversee an annual review of these Policies and Procedures in accordance with Article VII. The President and appropriate College officials shall identify changes in law, accreditation requirements, institutional organization, or College operations that may warrant policy revision and shall bring such matters to the attention of the Committee or Board.

The annual review shall occur at the beginning of each academic year. The annual review shall include consideration of whether the policies are operating as intended in practice, including whether they preserve appropriate administrative autonomy, provide effective Board oversight, establish workable complaint and appeal procedures, and remain consistent with accreditation requirements and sound governance practices.

D. Severability

If any provision of these Policies and Procedures is determined to be invalid, unlawful, or unenforceable, that determination shall not affect the remaining provisions unless the invalid provision is so integral to the operation of another provision that the two cannot reasonably be separated.

E. Adoption and Effective Date

These Policies and Procedures, and any subsequent amendments, shall become effective upon adoption by the Board unless the adopting resolution establishes a different effective date.

The official copy shall identify the date of initial adoption and the date of each subsequent amendment. Superseded versions shall be retained as part of the College's official records.