

## **Liberia International Christian College (LICC) Decision Matrix**

Over the past decade, several organizations have made significant investments of money, gifts-in-kind, time, and talent in the LICC:

- The United Liberia Inland Church Associates and Friends
- The United Liberia Inland Church Associates and Friends
- The LICC itself

As a result, each of these organizations justifiably has a sense of "ownership" that consists of accountability for the well-being and future of the LICC, and responsibility for the performance of the LICC.

However, unless clear boundaries are established between these organizations, there is risk that counter-productive conflict will arise in the governance and administration of the school.

Therefore, this document has the following goals:

1. Establish clear boundaries between governing organizations EXCEPT in critical areas where clear consensus is required.
2. Based upon these boundaries, serve as an aid for laying out the organizational structure, setting up administrative roles, and assigning responsibilities to them.

## Definitions

Definitions used in this document are:

<b>Term</b>	<b>Meaning</b>
<b>Administers</b>	Oversees enforcement of policies and conduct of processes. Includes ensuring that staff are trained, providing resources, and monitoring performance.
<b>Approves</b>	Enacts the document and makes it "law" for the school. (Alternatively, rejects the document, tables it for later approval, or sends it back to the submitter for further work.) Approval authority presupposes that the approver: (1) Controls the resources needed to carry out the requirements of the document; (2) Actually has the resources; and (3) Commits to allocating or investing the resources.
<b>Co-Approves</b>	Same as "Approves," but when consensus is needed among two or more governing bodies.
<b>Consulted</b>	Input is sought when creating the deliverable, and/or feedback is sought on one or more drafts of the deliverable.
<b>Final</b>	In event of disagreement by co-approvers, makes the ultimate decision
<b>Informed</b>	Group or role is informed of the status of an activity, the disposition of a decision, or furnished with a courtesy copy of a deliverable.
<b>Leads</b>	Leads a team of people in the conduct of an activity and/or creation of a deliverable.
<b>N/A</b>	Not applicable. Group or role has no involvement in this activity or deliverable.
<b>Performs</b>	Responsible for performing a process.
<b>Proposes</b>	Group or role proposes that an action be taken by an approval body. (Similar to "Submit" but not necessarily involving a deliverable.)
<b>Receives</b>	Receives a courtesy copy of a deliverable. Similar to "Informed."
<b>Submit</b>	Organization or role is responsible for getting appropriate input, drafting needed deliverables, conducting reviews of deliverables, getting and incorporating feedback to the deliverables, and submitting the completed deliverables to the approval body.

Decision Matrix

Deliverables/Activities	Governing Commission (Final Decisions)	ULICAF Board	ULIC Board	LICC Board	LICC President
<b>BOARD COMPOSITION</b>					
Governing Commission Members	3 ULICAF + 2 ULIC	N/A	N/A	N/A	N/A
LICC Board members	N/A	Executive Director + 1 Appointment	Bishop + 1 Appointment	Appoints 11, Confirms all Appointments	Proposes
Term of office for board members	Three years	N/A	N/A	Three years	N/A
<b>LICC STRATEGIC DIRECTION</b>					
Vision, Mission, and Core Values	Final	Co-Approves	Consulted	Co-Approves	Recommends
Strategic Plan (revision)	N/A	Informed	Informed	Approves	Recommends
Campus Master Plan (revision)	Final	Co-Approves	Informed	Co-Approves	Recommends
<b>GOVERNANCE</b>					
Bylaws (establishment, revision)	Final	Co-Approves	Informed	Co-Approves	Consulted
Policies - Scope: School	Final	Informed	Informed	Approves	Proposes, Administers
Policies - Scope: Department	N/A	Informed	Informed	Informed	Administers
<b>APPOINTMENTS</b>					
Removal of Board Member	Final	Co-Approves	Co-Approves	Proposes, Approves	Proposes
Appointment of Executive Committee	N/A	Informed	Informed	Approves	Proposes
LICC President	Final	Co-Approves	Co-Approves	Proposes	N/A
Removal of President	Final	Co-Approves	Co-Approves	Proposes	N/A
Officers of the LICC Board (Chair, Vice-President, Secretary, Treasurer)	N/A	Informed	Informed	Elects	Proposes
Chief Financial Officer (approves/removes)	N/A	Informed	Informed	Approves	Proposes
Academic Department Chairs (approves/removes)	N/A	N/A	N/A	Approves	Proposes
Faculty Members	N/A	N/A	N/A	Approves	Proposes
Other Staff	N/A	N/A	N/A	Informed	Approves
Appointment of Legal Representation	N/A	N/A	Informed	Approves	Proposes
<b>STRATEGIC PARTNERSHIPS</b>					
Development	N/A	Informed	Informed	Approves	Performs
Memorandum of Understanding	N/A	N/A	N/A	Approves	Proposes
Ex-Officio Representative to Partner's Board	N/A	N/A	N/A	1 person	N/A
<b>COLLEGE STRUCTURE</b>					
Degrees Offered	N/A	Informed	Informed	Approves	Consulted
Departments	N/A	N/A	N/A	Approves	Proposes
Organizational Structure	N/A	N/A	N/A	Approves	Proposes
<b>ACADEMICS</b>					
Curriculum (Master List of Courses)	N/A	N/A	Informed	Approves	Consulted
Calendar	N/A	N/A	Informed	Approves	Administers
Courses Offered (Individual Courses)	N/A	N/A	Informed	Approves	Administers
Accreditation Readiness	N/A	N/A	Informed	Informed	Administers
<b>RECRUITMENT/ADMISSIONS</b>					
Admissions Standards (student quality, transfer credits)	N/A	N/A	N/A	Approves	Consulted
Admissions Limits (no of students)	N/A	N/A	N/A	Approves	Consulted
<b>FINANCIAL</b>					
Fundraising	N/A	US Scope	Liberia Scope	Global Scope	Leads
Annual Operating Budget	N/A	N/A	Informed	Approves	Proposes
Compensation of Officers & Department Heads	N/A	N/A	N/A	Approves	Proposes
Annual Capital Budget	Final	Co-Approves	N/A	Co-Approves	Proposes
Approves of major borrowing (>\$50,000)	N/A	N/A	Informed	Approves	Proposes
Use of proceeds from Endowment	Final	Co-Approves	Informed	Co-Approves	Proposes
Acceptance of major grants (>\$100,000, or <\$100,000 with significant risk)	Final	Co-Approves	Informed	Co-Approves	Proposes
Appointment of Auditor	N/A	N/A	N/A	Approves	Proposes

Decision Matrix

Deliverables/Activities	Governing Commission (Final Decisions)	ULICAF Board	ULIC Board	LICC Board	LICC President
Annual Report (Balance Sheet, P&L, Cash Flow)	N/A	Receives	Receives	Approves	Proposes
Student Tuition and Fees	N/A	N/A	N/A	Approves	Submits
Student Financial Aid (Individual Approvals)	N/A	N/A	N/A	Informed	Informed
Employee Development Grants	Final	Co-Approves	Informed	Co-Approves	Proposes
Emergency Aid	N/A	N/A	N/A	Approves	Submits
Major contracts/purchases (>\$10,000)	N/A	N/A	N/A	Approves	Proposes
<b>LAND</b>					
Purchase	N/A	Consulted	Closes	Approves	Proposes
Governance	N/A	N/A	Legal Owner, LICC Successor	Manages	N/A
Strategic Partnership - Real Estate	N/A	Strategic Partner	Strategic Partner	Strategic Partner	N/A
Disposition (lease agreements, etc.)	N/A	N/A	N/A	Approves	Proposes
Encumbering (loans, credit, etc.)	N/A	N/A	N/A	Approves	Proposes
<b>BUILDINGS</b>					
New Construction	Final	Co-Approves	Informed	Co-Approves	Proposes
Major Renovations	N/A	Consulted	N/A	Approves	Proposes
Repurposing	N/A	Consulted	N/A	Approves	Proposes
Demolition	Final	Co-Approves	N/A	Co-Approves	Proposes