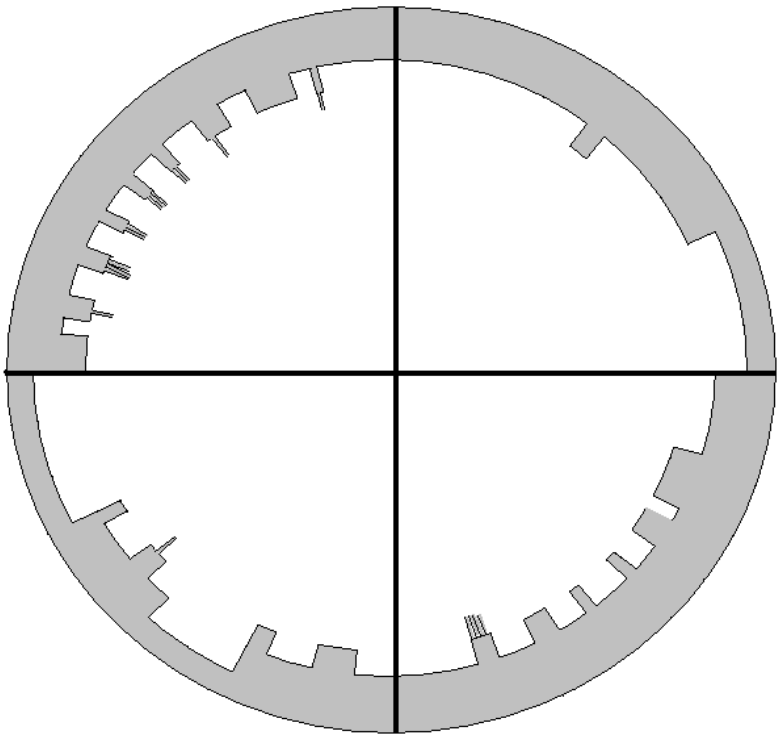
North Central State College

Policy Governance®

Policies



Effective:

August 25, 2010

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ENDS POLICIES

3357:13-01-00 Global Ends Policy (ENDS)

North Central State College exists for the citizens of its service region to attain the knowledge and skills to succeed in their chosen path for learning, work, or enrichment, sufficient for the College to justify available resources.

Effective: May 15, 2013

[BACK]

3357:13-01-10 Valuing and Respecting Individuals Policy (ENDS)

Valuing and Respecting Individuals – The College fosters a welcoming environment that values individual differences, promotes mutual respect, and ensures that all individuals have meaningful opportunities to participate and contribute.

Effective: May 28, 2025

[BACK]

3357:13-01-20 Equal Opportunity Policy (ENDS)

Equal Opportunity - The proportion of students from economically or educationally disadvantaged backgrounds is at least equivalent to the proportion in the local communities.

Effective: August 25, 2010

[BACK]

3357:13-01-30 Career Readiness and Development Policy (ENDS)

Career Readiness and Development - Students acquire and enhance relevant business and industry credentials, job skills, work habits, job leads and pathways to economic self-sufficiency especially in high demand technologies.

Effective: September 21, 2016

[BACK]

3357:13-01-40 Transferability Policy (ENDS)

Transferability - Students prepared for advanced academic success will have the ability and the prerequisite academic experience sufficient for entry into a four-year college or university.

Effective: August 25, 2010

[BACK]

3357:13-01-50 Enrichment Policy (ENDS)

Enrichment - Enrichment opportunities exist to reflect community needs and values.

Effective: August 25, 2010

[BACK]

3357:13-02-00 Global Governance Commitment Policy (Governance Process)

The purpose of the board, on behalf of the citizens of the North Central State College District, is to see to it that North Central State College (a) achieves appropriate results for appropriate persons at an appropriate cost (as specified in board Ends policies), and (b) avoids unacceptable actions and situations (as prohibited in board Executive Limitations policies).

Effective: August 25, 2010

[BACK]

3357:13-02-10 Governing Style Policy (Governance Process)

The board will govern lawfully with an emphasis on (a) outward vision rather than an internal preoccupation, (b) encouragement of diversity in viewpoints, (c) strategic leadership more than administrative detail, (d) clear distinction of board and chief executive roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) pro-activity rather than reactivity.

Accordingly:

2.11 The board will cultivate a sense of group responsibility. The board, not the staff, will be responsible for excellence in governing. The board will be the initiator of policy, not merely a reactor to staff initiatives. The board will not use the expertise of individual members to substitute for the judgment of the board, although the expertise of individual members may be used to enhance the understanding of the board as a body.

2.12 The board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the board's values and perspectives. The board's major policy focus will be on the intended long-term impacts outside the staff organization, not on the administrative or programmatic means of attaining those effects.

2.13 The board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability as similarly set forth in state mandated guidelines. Although the board can change its governance process policies at any time, it will observe those currently in force scrupulously.

2.14 Continual board development will include orientation of new board members in the board's governance process and periodic board discussion of process improvement.

2.15 The board will allow no officer, individual or committee of the board to hinder or be an excuse for not fulfilling group obligations.

2.16 The board will monitor and discuss the board's process and performance at each meeting. Self-monitoring will include comparison of board activity and discipline to policies in the Governance Process and Board-CEO Linkage categories.

Effective: August 25, 2010

[BACK]

3357:13-02-20 Board Job Description Policy (Governance Process)

Specific job outputs of the board, as an informed agent of the ownership, are those that ensure appropriate organizational performance.

Accordingly, the board has direct responsibility to create:

2.21 The link between the ownership and the operational organization.

The board-ownership relationship is the essential, defining relationship of an organization. As such, the board provides the legitimate link between the owners of North Central State College (wherever they may be located), the residents of Ashland, Crawford, and Richland Counties and the operating organization.

2.211 In order to ascertain the desires of the Ownership of the institution (owner's voice), the Board will establish methods for gaining ownership input that may include but are not limited to:

(a) Community Connections: An opportunity for Trustees to report on those community activities they have taken part in or participated in to gain a better perspective on the "owner's voice" and can share those experiences with the rest of the Board.

(b) Owners Linkage: An opportunity to invite any owner or owner representative individual or group to attend a regular or special board meeting for the purpose of providing some discussion to enrich the Board's understanding of the "owner's voice" or other service consideration for the College (Board) to consider when planning for the future direction of the institution.

(c) Link and Learn: An opportunity for the board to visit an Owner organization or community partner to help enrich the Board's understanding of its relationship to the organization and how the service of the College can impact those sectors of the Ownership.

2.212 To assist the Board in its re-exploration of Ends policies, the Board will include board-ownership activities into the development of its annual policy governance agenda.

2.22 Written governing policies that address the broadest levels of all organizational decisions and situations.

a. Ends*:* Organizational products, impacts, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).

b. Executive Limitations*:* Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.

c. Governance Process*:* Specification of how the board conceives, carries out, and monitors its own task.

d. Board-CEO Linkage*:* How power is delegated and its proper use monitored; the CEO role, authority and accountability.

2.23 Assurance of successful organizational performance on Ends and Executive Limitations.

Effective: January 18, 2023

[BACK]

3357:13-02-30 Board Members Code of Conduct Policy (Governance Process)

The board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.

2.31 Board members must have loyalty to the ownership, un-conflicted by loyalties to staff, other organizations, and any personal interest as a consumer.

2.32 Board members must avoid conflict of interest with respect to their fiduciary responsibility.

a. There will be no self-dealing or business by a member with the organization. Members will annually disclose their involvements with other organizations, with vendors, or any associations that might be or might reasonably be seen as being a conflict.

b. When the board is to decide upon an issue, about which a board member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote, but also from the deliberation.

c. Board members will not use their board position to obtain employment in the organization for themselves, family members, or close associates. Should a board member apply for employment, he or she must first resign from the board.

2.33 Board members may not attempt to exercise individual authority over the organization.

a. Board members will respect the confidentiality appropriate to issues of a sensitive nature.

b. Board members will be properly prepared for board deliberation.

c. Board members will support the legitimacy and authority of board decisions, irrespective of the member's personal position on the issue.

d. Board members will lead by example through the contribution of both time and money as appropriate.

Effective: August 25, 2010

[BACK]

3357:13-02-40 Cost of Governance Policy (Governance Process)

Because poor governance costs more than learning to govern well, the board will invest in its governance capacity.

Accordingly:

2.41 Board skills, methods, and supports will be sufficient to assure governing with excellence.

a. Training and retraining will be used liberally to orient new members and candidates for membership, as well as to maintain and increase existing member skills and understandings.

b. Outside monitoring assistance will be arranged so that the board can exercise confident control over organizational performance. This includes, but is not limited to, fiscal audit.

c. Outreach mechanisms will be used as needed to ensure the board's ability to listen to owner viewpoints and values.

2.42 Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.

a. Up to $30,000 each fiscal year for training, including attendance at conferences and workshops.

b. Up to $30,000 each fiscal year for audit and other third-party monitoring of organizational performance.

c. Up to $10,000 each fiscal year for surveys, focus groups, opinion analyses, and meeting costs.

Effective: April 22, 2020

[BACK]

3357:13-02-50 Board Officers Roles Policy (Governance Process)

2.51 The Board Chairperson serves as the Chief Governance Officer (CGO), a specially empowered member of the board, assures the integrity of the board's process. The Board Chairperson is a member of the Board's Executive Committee.

Accordingly:

(A) The assigned result of the CGO's job is that the board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.

(1) Meeting discussion content will be on those issues which, according to board policy, clearly belong to the board to decide or to monitor.

(2) Information that is for neither monitoring performance nor board decisions will be avoided or minimized and always noted as such.

(3) Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.

(B) The authority of the CGO consists in making decisions that fall within topics covered by board policies on Governance Process and Board-CEO Linkage, with the exception of (a) employment or termination of a CEO and (b) where the board specifically delegates portions of this authority to others. The CGO is authorized to use any reasonable interpretation of the provisions in these policies.

(1) The CGO is empowered to chair board meetings with all the commonly accepted power of that position, such as ruling and recognizing.

(2) The CGO has no authority to make decisions about policies created by the board within Ends and Executive Limitations policy areas. Therefore, the CGO has no authority to supervise or direct the CEO.

(3) The CGO may represent the board to outside parties in announcing board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.

(4) The CGO may delegate this authority, but remains accountable for its use.

2.52 The Board Vice Chairperson fills the CGO role in the absence of the Chairperson.

(A) The Vice Chairperson shall perform the CGO duties of the Chairperson in his/her absence.

(B) The Board Vice Chairperson is a member of the Board's Executive Committee.

(C) In the absence of the Chairperson or the Vice Chairperson, the Board shall elect a Chairperson Pro Tempore from the attending members of the Board of Trustees to temporarily fill the role of the CGO.

2.53 The Board Secretary (also known as Secretary of the Board) is an officer of the board whose purpose is to ensure the integrity of the board's documents and the Board's executive succession plan.

The responsibility for conduct of the board's documents shall fall upon the Corresponding Secretary (also known as the Secretary to the Board), who is not a member of the Board and carries the corresponding duties to the Board of Trustees as part of their regular job description. The Corresponding Secretary is a paid employee of the institution who serves both the Board of Trustees and the institution's Chief Executive Officer.

(A) The assigned result of the Secretary's job is to see to it that all board documents and filings are accurate and timely.

(1) Policies will be current in their reflection of board decisions. Decisions upon which no subsequent decisions are to be based, such as consent agenda decisions, motions to adjourn, and staff or board member recognitions need not be placed in policy.

(2) Policies will rigorously follow Policy Governance principles.

(3) By-laws will contain all the elements necessary for legal compliance and for consistency with the principles of Policy Governance and will be known to the board.

(B) The authority of the Secretary is access to and control over board documents, and the use of the Corresponding Secretary's time that in the CEO's opinion is neither excessive nor disruptive.

(C) The assigned result of the Corresponding Secretary's job (as opposed to the Board Secretary) is to draft all board correspondence, documents, and notifications per the direction of the board/CEO.

(1) Requirements for format, brevity, and accuracy of board minutes will be known to the CEO.

(2) Records on all meetings of the Board of Trustees shall be kept.

(3) All legal notices and postings shall be carried out.

(4) All regular documents of the board to include regular and special meeting minutes and certifications of board action shall be signed by the Corresponding Secretary.

(5) Board members shall be notified of all meetings and other relevant events.

(6) In the absence of the Corresponding Secretary, any person appointed by the Chairperson shall perform the duties of the Corresponding Secretary and shall keep the minutes thereof.

2.54 The Board/College Treasurer who is not a member of the Board, carries the corresponding duties to the Board of Trustees as part of their regular job description. The Board/College Treasurer is a paid employee of the institution who serves both the Board of Trustees and the institution's Chief Executive Officer.

The Board/College Treasurer is an officer of the board whose purpose is to receive, safeguard, and make payment of funds as directed by the Board of Trustees and to serves as the fiscal officer of the district.

(A) The responsibility for Board/College financial records and to maintain full and accurate account of all receipts and disbursements shall fall upon the Board/College Treasurer.

(1) Execute checks and drafts payable on the accounts of the Board/College.

(2) Report to the Board all transactions of funds as directed.

(3) Certify that funds of the District otherwise unappropriated are sufficient prior to expenditure of monies or entering into contracts.

(4) Maintain all monies, books, papers, and other property of the District

(B) The assigned result of the Board/College Treasurer's job is to see to it that all board documents and filings are accurate and timely.

(C) The authority of the Board/College Treasurer includes the ability to certify certain documents on behalf of the College to various agencies and governmental entities as may be required, including but not limited to, State Teachers Retirement System, School Employees Retirement System, State, Local, and Federal Government; and various agencies and boards.

(D) The Board/College Treasurer may serve as Secretary under Section 3357.06 of the Ohio Revised Code

(E) In the cases of absence or disability of the Treasurer or a vacancy in the office of Treasurer, the Deputy Treasurer shall perform all of the duties of the Treasurer until the Treasurer resumes office or until such vacancy is filled. The Deputy Treasurer shall from time to time perform duties of the Treasurer as may be directed by the Treasurer.

Effective: January 15, 2025

[BACK]

3357:13-02-70 Agenda Planning Policy (Governance Process)

To accomplish its job products with a governance style consistent with board policies, the board will follow an annual agenda which (a) completes a re-exploration of Ends policies annually and (b) continually improves board performance through board education and enriched input and deliberation.

02-71 The cycle will conclude each year on June 30th so that administrative planning and budgeting can be based on accomplishing a one-year segment of the board's most recent statement of long-term Ends.

02-72 The cycle will start with the board's development of its agenda for the next year.

(A) Consultations with selected groups in the ownership, or other methods of gaining ownership input will be determined and arranged by the first quarter of the new fiscal year, to be held during the balance of the fiscal year.

(B) Governance education, education related to Ends determination, (e.g. presentations by futurists, demographers, advocacy groups, staff, etc.) and the policy review calendar, will be arranged in the first quarter of the fiscal year, to be held during the balance of the fiscal year.

02-73 Throughout the year, the board will attend to consent agenda items as expeditiously as possible.

02-74 The board will ascertain by vote whether a majority of members judge the individual monitoring reports to have demonstrated fulfillment of a reasonable interpretation of the applicable policy.

02-75 CEO evaluation/remuneration will be decided by the end of August after a review of monitoring reports received in the last year is completed, with remuneration, if any, retroactive to July 1.

Effective: May 25, 2016

[BACK]

3357:13-02-80 Board Committee Principles Policy (Governance Process)

Board committees, when used, will be assigned so as to reinforce the wholeness of the board's job and so as never to interfere with delegation from board to CEO.

Accordingly:

2.81 Board committees are to help the board do its job, not to help or advise the staff. Committees ordinarily will assist the board by preparing policy alternatives and implications for board deliberation. In keeping with the board's broader focus, board committees will normally not have direct dealings with current staff operations.

2.82 Board committees may not speak or act for the board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the CEO.

2.83 Board committees cannot exercise authority over staff. Because the CEO works for the full board, he or she will not be required to obtain approval of a board committee before an executive action.

2.84 Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a board committee that has helped the board create policy on some topic will not be used to monitor organizational performance on that same subject.

2.85 Committees will be used sparingly and ordinarily in an *ad hoc* capacity.

2.86 This policy applies to any group which is formed by board action, whether or not it is called a committee and regardless whether the group includes board members. It does not apply to committees formed under the authority of the CEO.

Effective: August 25, 2010

[BACK]

3357:13-02-90 Board Committee Structure Policy (Governance Process)

A committee is a board committee only if its existence and charge come from the board, regardless whether board members sit on the committee. The only board committees are those which are set forth in this policy. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

2.91 Executive Committee

a. Product(s): (1) Set the Board Agenda in coordination with the Chief Executive Officer (CEO) approximately one week before the scheduled Board Meeting; and (2) evaluate the CEO before deliberation with the full Board.

b. Authority: Executive Committee membership includes the current board chair, the current vice chair, and the immediate past chair.

2.92 Nominating Committee

a. Product: Properly screened potential board members and slate of officers—by no later than October 15th each year.

b. Authority: To incur costs of no more than $1,000 direct charges and no more than 20 hours of staff time per annum.

Effective: May 22, 2019

[BACK]

3357:13-03-00 Global Board-CEO Delegation (Board-CEO Linkage)

The board's sole official connection to the operational organization, its achievements, and conduct will be through a Chief Executive Officer (CEO), titled President.

Effective: August 25, 2010

[BACK]

3357:13-03-10 Unity of Control (Board-CEO Linkage)

Only officially passed motions of the board are binding on the CEO.

Accordingly:

3.11 Decisions or instructions of individual board members, officers, or committees are not binding on the CEO except in rare instances when the board has specifically authorized such exercise of authority.

3.12 In the case of board members or committees requesting information or assistance without board authorization, the CEO can refuse such requests that require, in the CEO's opinion, a material amount of staff time, institutional funds or is disruptive.

Effective: August 25, 2010

[BACK]

3357:13-03-20 Delegation to the CEO (Board-CEO Linkage)

The board will instruct the CEO through written policies which prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the CEO to use any reasonable interpretation of these policies.

Accordingly:

3.21 The board will develop policies instructing the CEO to achieve specified results, for specified recipients at a specified relationship between cost and results. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies. All issues that are not Ends issues as defined above are Means issues.

3.22 The board will develop policies that limit the latitude the CEO may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the board, even if they were to be effective. These policies will be developed systematically from the broadest, most general level to more defined levels; they will be called Executive Limitations policies.

3.23 The board will never prescribe organizational means of the CEO.

a. Below the global level, a single limitation at any given level does not limit the scope of any foregoing level.

b. Below the global level, the aggregate of limitations on a given level may embrace the scope of the foregoing level, but only if justified by the CEO to the board's satisfaction.

3.24 As long as the CEO uses *any reasonable interpretation* of the board's Ends and Executive Limitations policies, the CEO is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the CEO shall have full force and authority as if decided by the board.

3.25 The board may change its Ends and Executive Limitations policies, thereby shifting the boundary between board and CEO domains. By doing so, the board changes the latitude of choice given to the CEO. But as long as any particular delegation is in place, the board will respect and support the CEO's choices.

Effective: August 25, 2010

[BACK]

3357:13-03-30 Accountability of the CEO (Board-CEO Linkage)

The CEO is the board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the CEO.

Accordingly:

3.31 The board will never give instructions to persons who report directly or indirectly to the CEO.

3.32 The board will not evaluate, either formally or informally, any staff other than the CEO.

3.33 The board will view CEO performance as identical to organizational performance, so that organizational accomplishment of board stated Ends and avoidance of board proscribed means will be viewed as successful CEO performance.

Effective: August 25, 2010

[BACK]

3357:13-03-40 Monitoring CEO Performance (Board-CEO Linkage)

Systematic and rigorous monitoring of CEO performance will be solely against the only expected CEO job outputs: organizational accomplishment of any reasonable interpretation of board policies on Ends and organizational operation within the boundaries established in board policies on Executive Limitations, reasonably interpreted.

Accordingly:

3.41 Monitoring is simply to determine whether or not expectations expressed in board policies have been met. Information that does not disclose this will not be considered to be monitoring information.

3.42 The board will obtain disclosure about the CEO's interpretations of the board policy being monitored from the CEO himself or herself.

3.43 The board will obtain data disclosing whether or not the CEO's interpretations have been accomplished using one or more of three methods: (a) by internal report, in which the CEO discloses the data to the board; (b) by external report, in which an external, disinterested third party selected by the board collects the data; and (c) by direct inspection, in which data are collected by the board, a designated board member or by designated board members.

3.44 In every case, the board will determine: (a) the reasonableness of the CEO's interpretations, using a "reasonable person test" rather than with interpretations favored by individual board members. The board is the final arbiter of reasonableness. The board will also assess: (b) whether data demonstrate the accomplishment of the interpretation.

3.45 All policies that instruct the CEO will be monitored at a frequency and by a method chosen by the board. The board can monitor any policy at any time by any method, but will normally use a routine schedule.

[BACK]

3357:13-04-00 Global Limitations (Executive Limitations)

The CEO will not cause or allow any organizational practice, activity, decision, or circumstance which is either unlawful, imprudent or in violation of commonly accepted business and professional ethics and practices.

Effective: August 25, 2010

[BACK]

3357:13-04-10 Communication and Support to the Board (Executive Limitations)

The CEO will not permit the board to be uninformed or unsupported in its work.

The CEO will not

4.11 Withhold, impede, or confound information relevant to the board's informed accomplishment of its job.

a. Neglect to submit monitoring data required by the board in Board-CEO Linkage policy "Monitoring CEO Performance" in a timely, accurate and understandable fashion, directly addressing provisions of board policies being monitored, and including CEO interpretations consistent with Board-CEO Linkage policy "Delegation to the CEO," as well as relevant data.

b. Allow the board to be unaware of any actual or anticipated noncompliance with any Ends or Executive Limitations policy, regardless of the board's monitoring schedule.

c. Allow the board to be without decision information required periodically by the board or let the board be unaware of relevant trends.

d. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.

e. Let the board be unaware of any supplemental information it requires including anticipated media coverage, threatened or pending lawsuits and material internal changes.

f. Let the board be unaware if, in the CEO's opinion, the board is not in compliance with its own policies on Governance Process and Board-CEO Linkage, particularly in the case of board behavior that is detrimental to the work relationship between the board and the CEO.

4.12 Withhold from the board and its processes logistical and clerical assistance.

a. Allow the board to be deprived of a workable, user-friendly mechanism for official board, officer, or committee communications.

b. Allow the board to be deprived of pleasant and efficient settings and arrangements for board and committee meetings.

4.13 Impede the board's holism, misrepresent its processes and role, or impede its lawful obligations.

a. Deal with the board in a way that favors or privileges certain board members over others except when (1) fulfilling individual requests for information or (2)

responding to officers or committees with respect to duties charged to them by the board.

b. Allow the board to do its work without the necessary items on its Required Approvals agenda. Necessary items are those decisions delegated to the CEO yet required by law, regulation, or contract to be board-approved, along with applicable monitoring information.

Effective: August 25, 2010

[BACK]

3357:13-04-20 Treatment of Consumers (Executive Limitations)

With respect to interactions with consumers or those applying to be consumers, the CEO will not cause or allow conditions, procedures, or decisions that are unsafe, undignified, unfair or unnecessarily intrusive.

Effective: August 25, 2010

[BACK]

3357:13-04-30 Treatment of Employees (Executive Limitations)

With respect to the treatment of paid employees and volunteer staff, the CEO will not cause or allow conditions that are unfair, undignified, disorganized, unclear, or characterized by the non-uniform application of rules.

The CEO will not

4.31 Leave employees without an effective and unbiased method to deal with grievances.

4.32 Subject employees to preferential treatment based on personal reasons.

4.33 Retaliate against any staff member for non-disruptive expression of dissent.

4.34 Allow employees to be unprepared to deal with emergency situations.

Effective: August 25, 2010

[BACK]

3357:13-04-40 Compensation and Benefits (Executive Limitations)

With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the CEO will not cause or allow jeopardy to fiscal integrity or to public image.

The CEO will not

4.41 Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.

4.42 Create obligations over a longer term than revenues can be safely projected.

Effective: August 25, 2010

[BACK]

3357:13-04-50 Financial Planning/Budgeting (Executive Limitations)

Financial planning for any fiscal year or the remaining part of any fiscal year will not deviate materially from board's Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

The CEO will not allow budgeting that:

4.51 Risks incurring those situations or conditions described as unacceptable in the board policy "Financial Condition and Activities."

4.52 Omits credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.

4.53 Provides less for board prerogatives during the year than is set forth in the Cost of Governance policy.

4.54 Does not incorporate up to five percent in budget contingency.

Effective: January 15, 2014

[BACK]

3357:13-04-60 Financial Condition and Activities (Executive Limitations)

With respect to the actual, ongoing financial condition and activities, the CEO will not cause or allow the development of fiscal jeopardy or material deviation of actual expenditures from board priorities established in Ends policies.

The CEO will not

4.61 Allow key financial balances and ratios to deviate from standards set out by the State, except that the balance of the budgeted reserve may not be lower than ten percent and the composite score for fiscal responsibility may not be lower than 2.25.

4.62 Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenues within 30 days.

4.63 Allow payroll and debts to be settled in an untimely manner.

4.64 Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.

4.65 Acquire, encumber or dispose of real estate unless such transactions are fair market value, transparent with no conflict of interest, bring no adverse environmental impact and do not prevent the college from meeting budget.

4.66 Allow receivables to be unpursued after a reasonable grace period.

Effective: January 18, 2023

[BACK]

3357:13-04-70 Asset Protection (Executive Limitations)

The CEO will not cause or allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked or improperly used.

The CEO will not

4.71 Allow board members, staff, and the organization itself to be inadequately insured against theft, casualty, and liability losses.

4.72 Unnecessarily expose the organization, its board or staff to claims of liability.

4.73 Make any purchase: (a) wherein normally prudent protection has not been given against conflict of interest; (b) of over $25,000 without having obtained comparative prices and quality.

4.74 Allow intellectual property, information and files to be exposed to loss or significant damage.

4.75 Receive, process or disburse funds under controls that are insufficient to meet the board-appointed auditor's standards.

4.76 Compromise the independence of the board's audit or other external monitoring or advice. Engaging parties already chosen by the board as consultants or advisers is unacceptable.

4.77 Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating at any time, or in non-interest-bearing accounts except where necessary to facilitate ease in operational transactions.

4.78 Endanger the organization's public image, credibility, or its ability to accomplish Ends.

4.79 Create or purchase any subsidiary corporation.

Effective: January 18, 2023

[BACK]

3357:13-04-80 ENDS Focus of Grants and Contracts (Executive Limitations)

The CEO will not enter into any grant or contract arrangements that fail to emphasize the production of ends and the avoidance of unacceptable means.

The CEO will not

4.81 Allow grantees to be unaware of restrictions on particular methods and activities to preclude grant funds from being used in unethical, unlawful, or imprudent ways.

4.82 Make grants to grantees that do not have, in the CEO's opinion, the capacity to produce appropriately targeted, efficient results.

4.83 Fund specific methods except when doing so for research purposes, when the result to be achieved is knowledge about differential effectiveness of various methods.

Effective: January 18, 2023

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3357:13-04-90 Emergency CEO Succession (Executive Limitations)

In order to protect the board from sudden loss of CEO services, the CEO will have no fewer than two other executives sufficiently familiar with board and CEO issues and processes to enable either to take over with reasonable proficiency as an interim successor.

Effective: August 25, 2010

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