



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: BOARD-CEO DELEGATION

Policy Title: Delegation to the CEO

Policy Number: BCD-03

Date Adopted: 05.11.20

Version: 2.0

Date Last Reviewed: 08.12.24

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist, Trustees Donna Lake & Christopher Simpson

BOARD-CEO DELEGATION STATEMENT:

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, (i.e., Executive Limitations), allowing the CEO to use any reasonable interpretation of these policies.

1. The Board will develop ENDS policies instructing the CEO to achieve specified results, for specified recipients at a specified worth.
 - 1.1. Policies that do not address the subjects of results, recipients or worth will not be included in ENDS, as they relate to means.
 - 1.1.1. Specifically, documents such as the College's Strategic Agenda and Organizational Budgets will not be considered ENDS, as they relate to operational means of achieving the ENDS.
2. The Board will develop Executive Limitations policies which limit the latitude the CEO may exercise in choosing the organizational means.
 - 2.1. These limiting policies will describe those practices, activities, decisions and circumstances that the Board would find unethical or imprudent, and therefore unacceptable, even if they were to be effective.
 - 2.2. The Board will never prescribe organizational means delegated to the CEO.
3. All policies will be developed systematically from the broadest, most general level to more defined levels.
4. 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 organizational 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.

5. 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 any reasonable CEO interpretation of the policies. This does not prevent the Board from obtaining information from the CEO about the delegated areas, except for data protected by privacy legislation.

Date Of Change	Version	Description of Change	Responsible Party
05.11.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
08.14.23	2.0	Regular Review. Minor wordsmithing edit.	CGO
8.12.24	2.0	Regular Review – no edits.	CGO