



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: BOARD-CEO DELEGATION

Policy Title: Monitoring CEO Performance

Policy Number: BCD-04

Date Adopted: 05.11.20

Version: 3.0

Date Last Reviewed: 08.12.24

Responsible Party: Chief Governance Officer

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

BOARD-CEO DELEGATION STATEMENT:

CEO job performance will be measured solely by systematic monitoring of the CEO's job performance in comparison to the Board's required CEO job outputs: organizational accomplishment of the CEO's reasonable interpretation of ENDS policies and organizational operation within the boundaries of the CEO's reasonable interpretation of Executive Limitations policies.

1. The purpose of monitoring is to determine the degree to which Board policies are being fulfilled. Only information which achieves this purpose will be considered to be monitoring.
2. A given policy may be monitored in one or more of three ways:
 - 2.1. Internal report: Disclosure of compliance information by the CEO, along with his or her explicit interpretation of Board policy, and justification for the reasonableness of interpretation.
 - 2.2. External report: Discovery of compliance information by an external, disinterested third party, who has appropriate qualifications and a suitable level of independence from management, and who is selected by and reports directly to the Board. The CEO should be notified of this activity.
 - 2.3. Direct Board Inspection: Discovery of compliance information as directed by Board action. Such an inspection requires notification of the CEO.
3. Regardless of the method of monitoring, the standard for compliance shall be any reasonable CEO interpretation of the Board policy being monitored. The Board is the final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than interpretations favored by Board members, the disinterested third party, or even the Board as a whole. Reasonable standard has often been used by courts for making a determination as to the constitutionality or lawfulness of legislation and regulations by those who practice them.

4. Upon the choice of the Board, any policy can be monitored by any of the above methods at any time. For regular monitoring, however, each *ENDS* and *Executive Limitations* policy will be classified by the Board according to frequency and method.
5. The performance of the College, as noted by CEO Monitoring Reports, is considered synonymous with the performance of the CEO. The Board's review and acceptance of the CEO Monitoring Reports each month constitutes a proportionate performance review of the CEO each month. A summative review of the CEO by the Board may occur annually in August, based on the achievement of the Board's *ENDS* policies and non-violation of its *Executive Limitations* policies. This summary review would be conducted by cumulating the regular monitoring data provided during the year and the Board's recorded acceptance or non-acceptance of the reports and identifying performance trends evidenced by that data.

MONITORING SCHEDULE				
Number	Policy	Method	Frequency	Date
EN-01 (#1-3)	Board's ENDS	Internal Report	Annually	August
EN-01 (#4)	Board's ENDS	Internal Report	Annually	September
EN-01 (#5)	Board's ENDS	Internal Report	Annually	October
EL-00	Global Executive Constraint	Internal Report	Annually	August
EL-01	Treatment of Students	Internal Report	Annually	October
EL-02	Treatment of Staff	Internal Report	Annually	October
EL-03	Planning	Internal Report	Annually	June
EL-04	Financial Conditions & Activities	Internal Report	Annually	November
EL-05	Asset Protection	Internal Report	Annually	May
EL-06	Investments	Internal Report	Annually	May
EL-07	Compensation and Benefits	Internal Report	Annually	January
EL-08	Communication & Support to the Board	Internal Report	Annually	November
EL-09	Organizational Culture	Internal Report	Annually	January
EL-10	Access to Education	Internal Report	Annually	February
EL-11	Entrepreneurial Activity	Internal Report	Annually	March
EL-12	Land Use	Internal Report	Annually	April

Date Of Change	Version	Description of Change	Responsible Party
05.11.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
8.8.22	1.0	Regular Review – Approved	CEO
8.14.23	2.0	Regular Review – Edits to the “Direct Board Inspection” section and the monitoring schedule.	CGO
8.12.24	3.0	Regular Review – Clarifying language added regarding practices contributing to the CEO performance review, as well as amendments to the ENDS monitoring schedule.	CGO