



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

## JACKSON COLLEGE BOARD OF TRUSTEES POLICY

**Policy Type:** EXECUTIVE LIMITATIONS

**Policy Title:** Planning

**Policy Number:** EL 03

**Date Adopted:** 11.11.19

**Version:** 4.0

**Date Last Reviewed:** 05.12.25

**Responsible Party:** Chief Governance Officer

**Reviewing Committee:** Chairwoman Patterson,  
Trustee Hoffman,  
Trustee Mackey

### EXECUTIVE LIMITATIONS STATEMENT:

The CEO shall not permit planning that allocates resources in a way that risks fiscal jeopardy or that is not aligned with achievement of the Board's ENDS.

Further, without limiting the scope of the above statement by the following list, the CEO shall not:

1. Permit budget planning or College operations without a documented, multi-year strategy that can be expected to achieve a reasonable interpretation of the ENDS.
  - 1.1 Permit financial planning without a projected multi-year (no less than five years) facilities master plan.
2. Permit financial planning that omits credible projection of revenues and expenses, separation of capital expenditures and operational expenses, cash flow projections, prior year comparisons, and disclosure of planning assumptions.
  - 2.1. Omit in the annual operating budget adequate provision for plant and facilities maintenance, electronic and institutional equipment and program and course development, staff development and institutional research.
    - 2.1.1 Unless otherwise approved by the Board, provide less than the amount required to address critical deferred maintenance.
      - 2.1.1.1 Less than 4.5% of the total operating budget allocated for plant and facilities maintenance.
      - 2.1.1.2 Less than 3.5% allocated for technology and institutional equipment.

3. Permit financial planning that does not provide the amount of operating funds determined annually by the Board for its direct use during the year to ensure Board advancement and competent governance of the College, such as costs of fiscal audit, Board development, Board and committee meetings, Board legal fees, and ownership linkage meetings.
4. Allow an annual operating budget in which more funds are to be dispersed than are conservatively projected to be received.
5. Permit planning that endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve ENDS in future years.
  - 5.1. Operate without succession plans to facilitate smooth operations during key personnel transitions and ensure competent operation of the organization over the long term.
  - 5.2. Permit the College to be without sufficient organizational capacity and current information about CEO and Board issues and processes for the competent operation of the organization to continue in the event of sudden loss of CEO services.
    - 5.2.1. Prepare no fewer than two College executive staff to assume operation of the organization for a Board determined interim period.

<b>Date Of Change</b>	<b>Version</b>	<b>Description of Change</b>	<b>Reviewing Trustees</b>
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
9.13.21	2.0	Scheduled monitoring – Omission of 1.1; 3.1.1 & 3.1.2. Language change in 3.2. Addition of 3.2.1; 3.2.1.1 & 3.2.1.2	President & CEO
6/13/22	2.0	Regular Review – Approved	CEO
5.8.23	3.0	Regular Review – minor edits	CGO / CEO
5.13.24	3.0	Regular Review – significant redundancies removed throughout.	CGO
5.12.25	4.0	Regular review – minor wording edit.	CGO