

*Quarterly, Semi-Annual, and Annual
Monitoring Executive Performance – CEO’s Interpretation and its Justification*

EXECUTIVE LIMITATIONS QUARTERLY

Information and Advice #2 Page 11

The President shall not permit the Board to be unaware of relevant trends, anticipated adverse media coverage, actual or anticipated legal actions, significant external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.

CEO’s Interpretation and its Justification: The President shall ensure that any organizations, magazines or newspapers or national conferences are accessible by the Board members. The President shall by phone or e-mail let the Board know of any anticipated adverse media coverage as it arises. The Board will be advised of any anticipated legal actions and kept abreast of what is happening if any actual legal actions take place. Internal changes are discussed during the budget review process annually and external changes are reviewed when contracts, agreements or partnership approvals are made at the Board meeting. The Board should be apprised of how the college is managed day to day, administrative policy changes and other changes that vary from information that they already have. The President needs to make them aware of administrative policy changes that may be questioned by staff, students or community members.

EXECUTIVE LIMITATIONS QUARTERLY

Information and Advice #3 Page 11

The President shall not fail to advise the Board if, in the President’s opinion, the Board is not in compliance with its own policies on GOVERNANCE PROCESS and EXECUTIVE LINKAGE, particularly in the case of Board behavior which is detrimental to the work relationship between the Board and the President.

CEO’s Interpretation and its Justification: The President shall let the Board know if she does not feel that the Board is in compliance with its own policies. This means monthly reviewing the Board policies regarding Governance Process and Executive Linkage to determine if any policies are being infringed upon. This will include any individual Board requests or demands that have not been sanctioned by the Board as a whole. The President will bring any concerns to the Chairman of the Board unless that is the person that is interfering in the means, then she will discuss with the Vice Chair.

EXECUTIVE LIMITATIONS QUARTERLY

Information and Advice #5 Page 11

The President shall not fail to deal with the Board as a whole except when fulfilling requests for information or responding to individuals or committees duly charged by the Board.

CEO’s Interpretation and Its Justification: The President and the College staff are responsible for responding to the requests from the Board as a whole, not to an individual or committee unless the Board has authorized. Any individual Board member that asks for information that the President determines to be cumbersome, directly regarding the means or would take excessive time on the part of someone at the College shall be discussed with the Board Chair and determination of completion shall be done by the Board as a whole.

EXECUTIVE LIMITATIONS**SEMI-ANNUAL****Financial Condition #1****Page 10****The President shall not exceed the working budget for the fiscal year (July 1 – June 30).**

- a. Fail to maintain a reserve of at least 20 percent**
- b. Fail to maintain the capital improvement fund at \$500,000**

CEO's Interpretation and its justification: Annually, when the budget is developed and presented to the Board, there should be documentation that shows that the reserve will remain at least at 20% of the working budget for the general fund and \$500,000 for the capital fund. The audit should support this documentation. If the President needs to go below either of these figures, she will request a variance from the Board with justifiable reasons for the change.

EXECUTIVE LIMITATIONS**SEMI-ANNUAL****Financial Condition #2****Page 10****The President shall not use cash reserves.**

CEO's Interpretation and its justification: The cash reserves shall be 20% of the general fund budget and \$500,000 of the capital fund budget as identified by the Trustees in the Policy Governance document. The President shall ensure that spending each year does not include any cash reserves without the permission of the Board.

EXECUTIVE LIMITATIONS**SEMI-ANNUAL****Financial Condition #3****Page 10****The President shall not fail to develop additional revenue sources for capital improvement projects.**

CEO's Interpretation and its justification: The President must stay apprised of any possible sources of funding that can assist with capital improvement projects. Being aware of debt and repayment of debt for COPs and using these dollars for capital improvements is another such avenue. Tax credits will assist in deferred maintenance projects for the next five years. Looking for grants or benefactors to assist with projects is another avenue for projects.

ENDS - SEMI-ANNUAL
Essential Skills Page 2

Students will possess essential skills.

- 1. Students will have the essential skills of interpersonal communications, including speaking, listening and writing**
- 2. Students will have reading skills appropriate for their chosen field of endeavor.**
- 3. Students will have essential math skills.**
- 4. Students will have essential computer skills.**

CEO's Interpretation and its Justification:

ENDS - SEMI-ANNUAL
Work Preparedness Page 3

Students will be prepared for success in the workplace.

- 1. Students will have the skills and knowledge required for successful entry into the workplace.**
- 2. Students will have the work ethics, discipline and collaborative skills necessary to be successful in the workplace.**
- 3. Students will have the skills and knowledge necessary to maintain, advance or change their employment or occupation.**

CEO's Interpretation and its Justification:

ENDS - SEMI-ANNUAL
Academic Advancement Page 4

Students desiring academic advancement will be prepared for successful transfer to other colleges and universities.

- 1. Students will have appropriate knowledge of transfer requirements.**
- 2. Students will have the academic prerequisites sufficient for successful transfer.**

CEO's Interpretation and its Justification:

ENDS - **SEMI-ANNUAL**
Personal Enrichment **Page 5**

- 1. Recipients pursuing individual interests will be personally enriched.**
- 2. Community outreach will serve the needs of all citizens.**

CEO's Interpretation and its Justification:

ENDS - **SEMI-ANNUAL**
Workforce Development **Page 6**

- 1. Workforce development will be responsive to community economic development and employer needs.**

CEO's Interpretation and its Justification:

EXECUTIVE LIMITATIONS
Treatment of People

ANNUAL
Preamble

Page 8

With respect to treatment of students, staff, volunteers and the community, dealings shall not be inhumane, unfair, or undignified.

CEO’s Interpretation and its Justification: The President shall ensure that people are treated in a humane, fair and dignified way.

EXECUTIVE LIMITATIONS
Treatment of People

ANNUAL
#1

Page 8

The President shall not operate without procedures which clarify student and staff rules, provide for effective handling of grievances and complaints, and protect against wrongful conditions.

CEO’s Interpretation and its Justification: The President needs to ensure that policies and procedures are established to handle staff and student grievances and protect both from wrongful conditions.

EXECUTIVE LIMITATIONS
Treatment of People

ANNUAL
#2

Page 8

The President shall not discriminate against anyone for expressing an ethical dissent.

CEO’s Interpretation and its Justification: The President shall set up a system to ensure that no one is discriminated against for expressing an ethical dissent.

EXECUTIVE LIMITATIONS
Treatment of People

ANNUAL
#3

Page 8

The President shall not withhold a due process procedure from faculty.

CEO’s Interpretation and its Justification: Due process shall be established for the faculty by the negotiated agreement and the President will ensure that personnel adhere to the procedure.

EXECUTIVE LIMITATIONS
Treatment of People

ANNUAL
#4

Page 8

The President shall not withhold an appeal process from staff and students.

CEO’s Interpretation and its Justification: The President shall ensure that the appeal process is available to everyone.

EXECUTIVE LIMITATIONS
Treatment of People

ANNUAL
#5

Page 8

The President shall not prevent faculty from grieving to the board when internal grievance procedures have been exhausted.

CEO’s Interpretation and its Justification: The President shall allow faculty access to the Board of Trustees if the grievance procedure has been exhausted.

EXECUTIVE LIMITATIONS
Treatment of People

ANNUAL
#6

Page 8

The President shall not fail to acquaint students and staff with their rights and responsibilities.

CEO’s Interpretation and its Justification: The President shall ensure that staff and students are acquainted with their rights and responsibilities.

EXECUTIVE LIMITATIONS**Asset Protection****ANNUAL****#1****Page 12**

The President shall not fail to insure against property and casualty losses or against liability losses to board members, staff, or the organization itself in an amount prudent and advisable under Kansas law.

CEO's Interpretation and its Justification: Insurance coverage shall be evaluated annually based on the annual audit, purchase of new equipment and property, and depreciated assets. With this information, the insurance brokers shall be consulted and coverage adjusted to be consistent with prudent and advisable practice under Kansas law.

EXECUTIVE LIMITATIONS**Asset Protection****ANNUAL****#2****Page 12**

The President shall not allow unbonded personnel access to significant amounts of funds.

CEO's Interpretation and its Justification: The President shall ensure that anyone who has access to significant amounts of funds shall be bonded. She shall further ensure that processes and procedures will be in place so that no one person can access funds without at least a second signature. People that have access to cash shall be limited to petty cash or receipts for services or performances and shall report back through the Business Office on a weekly basis. Cash in the Business Office shall be accounted for daily.

EXECUTIVE LIMITATIONS**Asset Protection****ANNUAL****#3****Page 12**

The President shall not allow improper wear and tear or inadequate maintenance of the plant and equipment.

CEO's Interpretation and its Justification: The President shall ensure that the routine maintenance of the facilities and infrastructure of the campus is included in the capital outlay budget. A plan for continuous evaluation and assessment shall also be in place. The plan will be presented with the annual budget to the Board. Equipment used campus-wide will be included in this report. Equipment used for specific programs or projects will be assessed every third year when the program is being evaluated.

EXECUTIVE LIMITATIONS
Asset Protection

ANNUAL
#4

Page 12

The President shall not unnecessarily expose the organization, its board or staff to claims of liability.

CEO's Interpretation and its Justification: The President shall have prudent controls and assessments on assets, agreements and contracts, and human resources to ensure the least possible exposure to claims of liability.

EXECUTIVE LIMITATIONS
Asset Protection

ANNUAL
#6

Page 12

The President shall not receive, process, or disburse funds under controls which are insufficient to meet the auditor's standards.

CEO's Interpretation and its Justification: All processes that involve receiving, processing or disbursing funds are evaluated internally and the auditors assess this during their annual audit.

EXECUTIVE LIMITATIONS
Asset Protection

ANNUAL
#7

Page 12

The President shall not acquire, encumber, or dispose of real property.

CEO's Interpretation and its Justification: Any action regarding real property shall be at the Board level. The President nor anyone else at the College shall buy, rent, lease or sell real property without Board authorization.

EXECUTIVE LIMITATIONS
General Executive Constraints

ANNUAL
#2

Page 7

An open climate in the decision-making process shall not be discouraged.

CEO's Interpretation and its Justification: The President shall establish a process of decision making that allows employees to express their opinions and concerns. Officers and administrators shall provide an explanation of why decisions were reached and carried out so everyone will know what is happening.

EXECUTIVE LIMITATIONS
General Executive Constraints

ANNUAL
#8

Page 7

No fewer than two administrators will be informed of president and board issues and processes.

CEO's Interpretation and its Justification: For the President to carry out the business of the College, two or more administrators need to be informed of President and Board issues and processes.

EXECUTIVE LIMITATIONS
General Executive Constraints

ANNUAL
#12

Page 7

The President shall not initiate new programs or retain existing programs without consideration of cost-effectiveness and overall value.

CEO's Interpretation and its Justification: New programs will be evaluated for cost effectiveness before they are presented to the Board for approval. Overall value to the institution will be made after cost effectiveness is determined. The overall value will include impact on the community, need for the program and closest program to Garden City.

EXECUTIVE LIMITATIONS
Budgeting/Financial Planning/Forecasting

ANNUAL
#1

Page 9

The President shall not cause or allow budgeting which contains too little information to enable accurate projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.

CEO's Interpretation and its Justification: The President should be certain of all projected revenues before finalizing expenses. Close watch should be kept on cash flow before the budget is finalized and operational items should be separate from capital.

EXECUTIVE LIMITATIONS
Budgeting/Financial Planning/Forecasting

ANNUAL
#2

Page 9

The President shall not cause or allow budgeting which does not allow a review of estimated budget in detail and by department or cost center, in both percentages and dollars, of expenditures requested compared to the previous two years of budget requested.

CEO's Interpretation and its Justification: Planning and budgeting must be done while comparing at least the last two years of data.

EXECUTIVE LIMITATIONS
Budgeting/Financial Planning/Forecasting

ANNUAL
#3

Page 9

The President shall not cause or allow budgeting which does not provide a priority motivated menu of Capital Outlay Funds to be requested for expenditure.

CEO's Interpretation and its Justification: The Capital Outlay proposed expenditures must be annually reviewed and prioritized.

EXECUTIVE LIMITATIONS**Budgeting/Financial Planning/Forecasting****ANNUAL****#4****Page 9**

The President shall not cause or allow budgeting which plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.

CEO's Interpretation and its Justification: The President shall not set the budget for more than the projected revenues without specific approval from the Board for one time expenditures.

EXECUTIVE LIMITATIONS**Budgeting/Financial Planning/Forecasting****ANNUAL****#5****Page 9**

The President shall not cause or allow budgeting which does not provide the annual operating funds for board prerogatives, such as costs of fiscal audit, board development, external reports, board and committee meetings, and board professional fees.

CEO's Interpretation and its Justification: The President must ensure that funds are available for Board prerogatives, Board development, etc.

EXECUTIVE LIMITATIONS
Compensation/Benefits

ANNUAL
#1

Page 13

The President shall not change his or her compensation or benefits.

CEO's Interpretation and its Justification: The President shall not determine or change her own compensation. She shall discuss contract terms with the Board annually and the Board Chair will direct Human Resources to make the changes.

EXECUTIVE LIMITATIONS
Compensation/Benefits

ANNUAL
#2

Page 13

The President shall not promise or imply permanent or guaranteed employment.

CEO's Interpretation and its Justification: The President does not guarantee or promise employment to anyone. All contracted groups are approved by the Board.

EXECUTIVE LIMITATIONS
Compensation/Benefits

ANNUAL
#3

Page 13

The President shall not establish compensation and benefits which:

- a. Deviate significantly from the geographic area or market for the skills employed.**
- b. Create obligations over a longer term than revenues can be safely projected, in no event longer than one year, and in all events subject to losses of revenue.**

CEO's Interpretation and its Justification: The President shall make annual raise decisions that are in line with what is happening locally, regionally and nationally in relation to the skills employed and recommend raises for a one year period that can be justified in regards to safely projected revenues.

ENDS
Mission

ANNUAL

Page 1

Garden City Community College exists to produce positive contributors to the economic and social well-being of society.

CEO's Interpretation and its Justification: The President must ensure that the Mission and Ends as set forth by the Board of Trustees are always known and addressed. There shall be means of measuring whether these are being met and they must be presented to the Board through monitoring reports throughout the year.