

**GATEWAY TECHNICAL COLLEGE DISTRICT BOARD
GOVERNANCE POLICIES
July 2012**

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GOVERNANCE COMMITMENT

The purpose of governance is that the Board, on behalf of the constituents of the Gateway Technical College District, guarantees the accountability of the Gateway Technical College by assuring that it:

- (a) assures results for its stakeholders* at an appropriate cost
- (b) avoids unacceptable activities, conditions and decisions
- (c) self-monitors its processes and performances
- (d) assures compliance with all applicable state statute and federal law.

In fulfillment of this charge, the Board must commit itself to rigorous, continual improvement of its capability to define values and vision.

* See policy 4.4 College Strategic Directions Ends Statements

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Reviewed: March 21, 2002, January 20, 2005, July 14, 2008, October 22, 2009, December 16, 2010,
December 15, 2011

GOVERNING PHILOSOPHY

The Board will govern with an emphasis on outward vision rather than an internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of Board and chief executive roles, collective rather than individual decisions, future rather than past or present, and proactivity rather than reactivity.

The Board will:

1. Be accountable for excellence in governing through a sense of group responsibility. The Board will be an initiator of policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual members to enhance the ability of the Board as a body, rather than to substitute individual judgments for the Board's vision.
2. Lead, direct, control, and inspire the organization through the careful establishment and communication of broad written policies reflecting the Board's vision. The Board's major policy focus will be on the intended long term impacts outside the operating organization, not on the administrative or programmatic means of attaining those effects.
3. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as participation, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuity of governance capability. Continual Board development will include systematic orientation of new members in the Board's governance process and periodic Board discussion of process improvement. The Board will allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling its commitments.
4. Seek input from various stakeholders including staff, students, alumni, employers, and other community members on Board policies on Ends.
5. Monitor and discuss the Board's process and performance annually. Self-monitoring will include comparison of Board activity and adherence to policies in the Governance Process and Board/Staff Relationship categories.

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December 15, 2011

BOARD RESPONSIBILITY

The Board functions as a collective body to promote a positive image for the College while representing the community in determining and assuring appropriate organizational performance. Board responsibilities are distinguished from the President responsibilities by the following:

Serving as the official governance link between the College and the stakeholders.

1. Employ and supervise the College President.
2. Annually approve and retain the services of external legal counsel.
3. Approve and retain the services of financial auditor.
4. Enact written governing policies which address:
 - a. **ENDS:** College services, impacts, benefits, outcomes, recipients, and their relative worth (what good for which needs at what cost). Ends include College vision, mission, purposes, and strategic directions.
 - b. **EXECUTIVE LIMITATIONS:** Constraints on executive authority which 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 tasks.
 - d. **BOARD/STAFF RELATIONSHIP:** How authority and accountability is delegated to the President and its proper use monitored.
5. Monitor College effectiveness in meeting Board policies on Ends.
6. Assess President's performance through a formal review each May/June with respect to achievement of Board policies on Ends and Executive Limitations, responsibilities in the President's position description, and President's annual goals and objectives as established by the Board in consultation with the President.

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BOARD POLICY CREATION AND REVIEW

It is the responsibility of the Board to provide leadership, guidance, and direction to govern the

current and future affairs of the College. Toward this end, the Board deliberates and acts on matters of enduring significance to the College. Such actions, when approved by the Board, shall be articulated as statements of Board policy and shall be incorporated into a single, unified and comprehensive compilation of all Board policy statements. These policy statements comply with the provisions of Chapter 38, *Wis. Stats.*

1. When articulating policy, the Board shall strive for brevity, clarity, and continued expression of a positive and future-oriented tone.
2. The Board may approve new policies or revise existing policies at any meeting by action of a majority vote of the entire Board. Upon the request of any member, action shall be deferred for one meeting.
3. It is intended that Board policies be living documents. Toward this end, all Ends policies shall be reviewed annually to ensure that they continue to be pertinent.

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BOARD MEMBERS ROLE

1. The Board functions as a collective body. The success of the Board depends on each individual Board member exercising responsibility through positive actions in the following areas:
 - a. Being effective at Board meetings through appropriate preparation, regular attendance, active participation in Board discussions and willingness to volunteer for ad hoc committee or other Board tasks.
 - b. Understanding and supporting the Board governance concept and Board policies.
 - c. Being knowledgeable concerning the College Means for accomplishing its Ends such as organization, facilities, instructional programs, budget, and key processes.
 - d. Being knowledgeable concerning the organization of the Wisconsin Technical College System and applicable state statutes.
 - e. Being familiar with major district, state, and national issues affecting the College.
 - f. Engaging in Board and self-development activities designed to promote Board effectiveness through attendance at state, regional, and national Board association meetings and by utilizing resources available in the College.
 - g. Attending College events.
 - h. Representing the College to the community.
 - i. Representing the community to the College.
 - j. Being active in legislative advocacy.

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BOARD OFFICERS

The officers of the Board shall be a Chairperson, a Vice Chairperson, a Secretary, and a Treasurer.

1. The officers shall be elected at the annual organizational meeting of the Board on the second Monday in July.
2. If a vacancy occurs in any of the Board officer positions after the annual organizational meeting, the Board shall elect an officer to fill the vacancy at a subsequent Board meeting.
3. No person may serve as Chairperson for more than two (2) successive annual terms.

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Reviewed: March 21, 2002, July 14, 2008, January 19, 2010, January 18, 2011, January 19, 2012

CHAIRPERSON'S ROLE

The Chairperson is elected by the Board. As the elected leader of the Board, the Chairperson shall maintain the integrity of the Board's process and represent the Board to outside parties. The Chairperson is the only Board member authorized to speak for the Board (beyond simply reporting Board decisions), other than in rare and specifically authorized instances.

1. The Chairperson shall ensure the Board and individual Board members act consistently with the Board's own rules and policies and those legitimately imposed upon the Board from outside the College.
 - a. The Chairperson shall preside at Board meetings in an efficient and effective manner and shall set the general tone for each meeting through positive leadership.
 - b. Discussion at the Board meetings will be on those issues which, according to Board policy, belong to the Board to decide, not decisions delegated to the President.
 - c. Deliberation will be fair, open, and thorough, but also efficient, timely, orderly, and to the point.
 - d. The Chairperson will attempt to arrive at a consensus by the Board members on Board decisions. The Chairperson will stimulate discussion among the Board members.
2. The Chairperson is authorized to use any reasonable interpretation of the provisions in Governance Process and Board-Staff Relationship policies in carrying out the role of Chairperson.
3. The Chairperson has no authority to make decisions regarding implementation of the Ends and Executive Limitations policies. Such implementation is reserved for the President.
4. The Chairperson is responsible for the Board/President relationship and shall communicate and interact with the President. However, since the President is responsible to the entire Board, the Chairperson has no authority to unilaterally supervise or direct the President.
5. The Chairperson shall ensure the other Board members are informed of current and pending Board issues and processes and shall cause new board members to be oriented relative to board policies and operations and to the college.
6. The Chairperson shall appoint members to all other internal and external committees as needed.

POLICY 1.7, CONTINUED

7. The Chairperson shall ensure compliance with all required duties imposed by law including but not limited to:
 - a. The Chairperson, or the Chairperson's designee, shall communicate with the public as required by law with respect to providing public notice of all meetings of the College

District Board. The Chairperson may delegate the function of providing notice, but may not delegate the responsibility.

- b. The Chairperson shall sign all official documents and contracts on behalf of the District as required by law and the Board, and shall sign all contracts for public construction in the District if the estimated cost exceeds \$15,000.

Adopted: August 17, 2000
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VICE CHAIRPERSON'S ROLE

The Vice Chairperson is elected by the Board.

1. The Vice Chairperson shall have all of the authority and duties of the Chairperson in the absence of the Chairperson.
2. The Vice Chairperson shall have such other authority and duties as the Board may from time to time determine and direct.

Adopted: August 17, 2000

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SECRETARY'S ROLE

The Secretary is elected by the Board.

1. The Secretary is designated as the official custodian of all official records of the District. The Secretary may delegate the day-to-day maintenance of the custody of the records to the President of the College, but may not delegate the responsibility.
2. The Secretary shall sign all official documents and contracts on behalf of the District as required by law and the Board, and shall sign all contracts for public construction in the District if the estimated cost exceeds \$15,000.
3. The Secretary shall maintain a record and the official minutes of all meetings of the Board.
4. Where a function is assigned to the clerk of a governmental unit, and the District is designated as one of such governmental units, such function shall be performed by the Secretary.
5. On or before the first Monday in March, or within thirty (30) days of the date on which a vacancy on the Board occurs, the Secretary shall notify each member of the Appointment Committee, each governing body having a member on the Appointment Committee and the Board of the vacancy or of terms of office which will expire during the year.
6. Annually by October 31 of each year, or within ten (10) days after receipt of the equalized valuations from the Department of Revenue, whichever is later, the Secretary shall file with the clerk of each city, village, and town, any part of which is located in the District, a certified statement showing the amount of the levy and the proportionate amount of the tax to be spread upon the tax rolls for collection in each city, village, and town.
7. In the absence of both the Chairperson and the Vice Chairperson, the Secretary shall call the Board meeting to order and shall serve as Chairperson while the Board elects a Chairperson Pro Tempore.

Adopted: August 17, 2000

Reviewed: March 21, 2002, November 20, 2003, July 14, 2008, April 15, 2010, January 18, 2011, January 19, 2012

TREASURER'S ROLE

The Treasurer is elected by the Board.

1. The Treasurer shall be the official custodian of all monies received by the District and shall be accountable for such funds. The Treasurer may delegate the day-to-day maintenance of the custody of the funds to the President of the College, but may not delegate the responsibility. All expenditures exceeding \$2,500 shall be approved by the Board.
2. The Board may by resolution authorize other persons' signatures or the use of a facsimile signature.
3. The Board shall authorize the signature of payroll, accounts payable, grants, refunds, and other accounts at its annual organizational meeting in July. The use of a facsimile signature does not relieve the Board or the Treasurer from any liability to which the Board or the Treasurer is otherwise subject, including the unauthorized use of the facsimile signature of the Treasurer.

Adopted: August 17, 2000

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BOARD COMMITTEES

The Board shall act as a committee of the whole and shall not create, use, or rely on standing committees for any purpose. Accordingly:

1. The Board may establish ad hoc committees when, in the judgment of the Board, such ad hoc committees are appropriate and required for the completion of a specific project or task. When such ad hoc committees are formed, the Board shall state the purpose and establish a timeline for the completion of the committee's work.
2. The Board Chairperson shall appoint the members of the ad hoc committee and name the committee's chair from among its members. When appropriate to the committee's task, its members may include persons from the staff or from the community.
3. It is the responsibility of ad hoc committees to complete the assigned task and to prepare a written report or to deliver an oral report to the full Board. When this task is completed, the committee shall be discharged.
4. Ad hoc committees do not exercise control or authority over the President or the staff.
5. Ad hoc committees have no independent authority or power to act in lieu of the Board, except when formally given such authority for specific and time-limited purposes.
6. The Board shall schedule no less than two Committee of the Whole meetings for Board discussion to include finance and college programming.

Adopted: August 17, 2000

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BOARD PLANNING AND AGENDA

The Board shall assume and exercise responsibility for oversight of Board planning and agenda setting. Accordingly, each member of the Board shall have an opportunity to identify issues to be considered on the Board agenda. The Chairperson shall work with the President to prepare and disseminate the agenda.

1. The College Vision, Mission, Purposes, Values (Governance Commitment), and Strategic Directions will be reviewed annually.
2. Subjects for major policy issues to be discussed and acted upon by the Board will be developed on an annual basis.
3. The Board will conduct an annual organizational meeting on the second Monday of July for the purpose of administering the Oath of Office to newly elected Board Members and for the election of Board Officers.

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CODE OF ETHICS

Each member of the Board is an appointed representative of the citizens of the entire District and therefore embraces the public's trust. The Board members' obligations, as a group, are both legal and ethical. Each member promises to carry out his/her duties with the very highest ethical conduct, and to carry out the Board's requirements under the applicable education code provisions of the State of Wisconsin and such other local, state, and federal laws as apply.

1. Board members must maintain unconflicted loyalty to the interests of the ownership. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs. This accountability supersedes the personal interest of any Board member acting as an individual consumer of College services.
2. Board members must assure that all actions and decisions are done to better serve stakeholders since this is the primary reason for the College's existence.
3. Board members must understand that the positive relationship between the student and instructor is critical, but of equal value are all the student-centered types of activities that support instruction and the individual needs of students.
4. Board members must be responsible for the balance of appropriate programs, services, facilities, resources, staffing, and financial support necessary to meet the needs of current students in such a manner that assures their success in meeting their educational and occupational goals.
5. Board members must accept the responsibility of becoming well informed of the major initiatives of the College, the global perspective of the Wisconsin Technical College System, and being well informed of related national activities such that each Board member is better able to make the necessary decisions that maintain or strengthen our commitment to stakeholders of the College.
6. Board members must help create and sustain an atmosphere in which controversial issues or different philosophical stances can be presented fairly and in which the dignity of each individual is maintained.
7. Board members must avoid any conflict of interest with respect to their fiduciary responsibility.
 - a. Board members must maintain confidentiality of privileged information and refuse to use his/her position on the Board or any confidential information in any way for personal gain.

- b. Board members must not use their positions to obtain employment by the College or the furnishing of services or goods to the College for or by themselves, family members, friends or associates.
8. Board members recognize that each Trustee is only one member of a team, and that all Board actions are taken as a group in such a manner that the best interests of the entire College community are advanced.
- a. Board members' interaction with the President or with staff must recognize the lack of authority in any individual Board member or group of Board members except as noted above in Board policies.
 - b. Board members' interaction with the public, press or other entities must recognize the same limitation and the similar inability of any Board member or Board members to speak for the Board.
 - c. Board members will express no judgments of the President's or staff performance except as that performance is assessed in accordance with explicit Board policies.

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Reviewed: March 21, 2002, July 14, 2008, April 15, 2010, April 21, 2011, April 19, 2012

COLLEGE BUDGET PROCESS

The Board shall oversee the development of the annual budget.

The Board will delegate to the President the responsibility to prepare the annual budget, budget reports and detailed schedules as required by state statute and applicable rules.

The College budget process will include the following sequence of activities:

1. The Board will annually review the College=s Vision, Mission, Purposes, Values, financial assumptions (local, state and federal funds) and other plans and related materials (e.g., strategic plan, capital budgeting plan, debt retirement schedule, etc.).
2. The Board will review the College=s prior year=s budget experience and discuss major issues and initiatives to be considered over the course of the development of the next year=s budget.
3. The Board will review the President=s proposed direction statements and establish budget assumptions and parameters no later than November.
4. The Board will review the budget process calendar which includes the timetables for completion of the budget process no later than November.
5. The Board will review the President=s proposed operating budget projections as well as any major capital budget initiatives included in the three-year capital plan. A study session may be offered to the board prior to the final budget.
6. The Board will review the President=s final proposed College budget prior to the budget hearing.
7. Public hearings on the proposed budget will take place during the month of May.
8. Following the public hearings, the Board shall approve the budget by July 1.

Adopted: August 17, 2000

Reviewed: March 21, 2002, June 22, 2004, July 14, 2008, April 15, 2010, June 21, 2011, June 21, 2012

PRESIDENT'S RESPONSIBILITIES

The President is the chief executive officer of the College. The President is the Board's single official link with the College as an organization. The President is accountable to the Board acting as a collective body. The Board will instruct the President through written policies delegating implementation to the President.

The President's responsibilities are:

1. Accomplishment of the Board's policies on Ends.
2. College operation within the boundaries established in Board policies on Executive Limitations.
3. Accomplishment of the responsibilities set forth in the President's position description.
4. Accomplishment of annual goals and objectives established by the Board in consultation with the President.

The President has five major functions:

1. Provide leadership and direction so that the organization has a continuous and effective effort to accomplish the Board policies on Ends.
2. Provide leadership and direction so that College operation is within the boundaries established in Board policies on Executive Limitations.
3. Accomplish the responsibilities set forth in the President's position description.
4. Accomplish annual goals and objectives established by the Board in consultation with the President.
5. Represent the College to the general public and all its diverse constituencies. The Board as a collective body will assess presidential performance in meeting the above responsibilities through a formal review to be completed by end June each year. The President's performance will be considered synonymous with the organizational performance of the college as a whole.

Adopted: August 17, 2000
Reviewed: May 22, 2002, September 25, 2008, June 24, 2010, June 21, 2011, June 21, 2012

DELEGATION TO THE PRESIDENT

The Board appoints the President as chief executive officer of the College and directs the President to achieve certain results through the establishment of Ends policies (including goals and objectives).

1. The Board will limit the latitude the President may exercise in practices, methods, conduct, and other "means" through establishment of Executive Limitations policies.
2. The President is authorized to establish and implement administrative policies and procedures.
3. The President may take actions based on any reasonable interpretation of the Board's Ends and Executive Limitations policies.
4. The Board may change its Ends and Executive Limitations policies. However, as long as a policy is in effect, the Board will respect and support the President's decisions.
5. The President is obligated to follow decisions made by the Board as a collective body.
6. Decisions or instructions of individual Board members are not binding on the President except when the Board has specifically authorized such exercise of authority.
7. The President shall seek direction from the Board Chairperson on requests from individual Board members that in the President's judgment may require a material amount of staff time, funds, or that are potentially disruptive.
8. The President shall request a waiver of a Board policy if the President believes a waiver is in the best interest of the College.

Adopted: August 17, 2000
Reviewed: May 22, 2002, September 25, 2008, June 24, 2010, September 22, 2011

MONITORING COLLEGE EFFECTIVENESS

The Board shall monitor College effectiveness in meeting Board policies based on current priorities. Monitoring will be done in a way to permit the Board to use most of its time to create the future rather than review the past.

College effectiveness may be monitored in one or more of three ways:

1. **INTERNAL REPORTS** - Disclosure of compliance information to the Board from the President. Internal reports follow a yearly established Monitoring Plan and include but are not limited to:
 - < College Goals
 - < Programs
 - < Major Programmatic and/or Capital Initiatives
 - < Fiduciary responsibility
 - < Board Special Requests
 - < Executive Limitations

2. **EXTERNAL REPORTS** - Disclosure of compliance information by an external auditor or other persons or entities external to the institution. External reports include but are not limited to:
 - < Financial Audit/Management Reports
 - < Licensing Examination Results
 - < Accreditation Reports
 - < WTCS Reports on College Comparables

3. **DIRECT BOARD INSPECTION** - Discovery of compliance information by an ad hoc committee, or the Board as a whole. This is an inspection of documents, activities, or circumstances directed by the Board which allows a test of policy compliance.

As a result of the Board's monitoring, the Board shall review policies and make any adjustments necessary to improve college effectiveness with monitoring charts to be developed.

Adopted: August 17, 2000
Reviewed: May 22, 2002, September 25, 2008, May 19, 2010, September 22, 2011

CHIEF EXECUTIVE COMPENSATION REVIEW

Compensation review for the CEO will occur once a year according to the following timetable.

1. In April, the CEO will provide a written summary related to the performance progress since the previous July.
2. The Board will discuss the report and the performance of the CEO and institution and make performance recommendations as part of the May Board meeting in executive session.
3. The Board Chairperson will draft a narrative performance report based upon the Board's discussion at the May/June meeting for Board member review. The Board's final performance report will be shared by the Board Chairperson who will meet with the CEO, and copied to the Board.
4. The Board will provide direction to the CEO for the following year's initiatives, compensation adjustments, and take appropriate action for contract renewal at the June Board meeting.
5. The Board will take official action on the CEO's compensation and contract renewal at the June Board meeting.

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SECTION 3 - EXECUTIVE LIMITATIONS
POLICY 3.1

GENERAL EXECUTIVE CONSTRAINT

The President shall act at all times in an exemplary manner consistent with the responsibilities and expectations vested in that office. The President shall act in a manner consistent with Board policies and with those practices, activities, decisions, and organizational circumstances which are legal, prudent, and ethical. **Accordingly, the President may not:**

1. Deal with students, staff, or persons from the community in an inhumane, unfair or undignified manner. (Measure - complaints/grievances upheld - 03/25/04)
2. Make decisions except by a process where openness is maintained.
3. Permit financial conditions which risk fiscal jeopardy or compromise Board Ends priorities.
4. Provide information to the community, Board, or College constituencies which is knowingly untimely, inaccurate, or misleading.
5. Permit conflict of interest in awarding purchases or other contracts or hiring of employees.
6. Allow the day-to-day operations to impede the vision or prevent the achievement of the Ends of the College. Additionally, the president shall not operate without a Board-approved three-year strategic plan.
7. Manage the College without adequate administrative policies consistent with the Board's policies.
8. Fail to take prompt and appropriate action when the President becomes aware of any violation or potential violation of any laws, rules, or regulations, or of any breach of Board policies, and fail to notify the Board chair of any of the above.
9. Enter into any lease or purchasing agreement for any land and/or facilities nor name facilities or parts of facilities without prior Board knowledge and authorization.
10. Create a presidential succession plan without consultation and approval of the Board.
11. Fail to create an administrative leadership plan.

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HUMAN RELATIONSHIPS

The President shall create and sustain an environment for learning, working, and teaching that supports the development and realization of human potential and promotes the College's core values. Treatment of and dealing with students, staff, and persons from the community, shall be humane, fair, and dignified.

Accordingly, the President may not:

1. Operate without administrative policies and/or procedures which set forth staff and student rules, provide for effective handling of grievances, and protect against wrongful conditions.
2. Fail to comply with all laws, rules, and regulations pertaining to employees and students including those pertaining to:
 - < Discrimination
 - < Equal Opportunity
 - < Sexual Harassment
 - < Rights of Privacy
3. Prevent students and staff from using established grievance procedures.
4. Fail to acquaint students and staff with their rights and responsibilities.
5. Fail to maintain confidentiality where appropriate.

Adopted: August 17, 2000
Reviewed: June 20, 2002, October 23, 2003, February 19, 2004, October 21, 2004, November 17, 2005, November 15, 2006, September 25, 2008, March 19, 2009, March 25, 2010, April 21, 2011, September 22, 2012

COMPENSATION AND BENEFITS

The President shall maintain fiscal integrity and a positive public image with respect to employment, compensation, and benefits to employees, consultants, and contract workers.

Accordingly, the President may not:

1. Change his or her own compensation and benefits.
2. Provide for or change the compensation and benefits of other employees except in accordance with collective bargaining agreements entered into by the Board or in accordance with salary schedules and plans adopted by the Board.
3. Promise or imply permanent or guaranteed employment.
4. Employ persons not covered by a collective bargaining agreement for more than one year's duration without Board approval.

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BUDGETING/FORECASTING

Budgeting for any fiscal year or the remaining part of any fiscal year shall follow Board Ends priorities, control College financial risk, and accurately reflect projections of income and expenses. The President shall propose a budget after first seeking broad input from all College constituencies. Budgets will become effective upon approval by the Board.

Accordingly, the President shall:

1. Propose a balanced budget with supporting information to enable a reasonable projection of revenues and exposes, separation of capital and operational items, and disclosure of planning assumptions.
2. Propose a budget which provides the annual funds for Board operations, such as cost of fiscal audit, Board development and training, and Board professional fees.
3. Propose a budget which takes into account Board Ends/Goals priorities.
4. Develop and operate a budget which includes adequate amounts for non-compensation needs such as plant and facilities maintenance, instructional equipment, new program and course development, staff development, and institutional research. In addition, develop and operate a budget in which projected salary and benefit expenses are 83% \pm 2% of the total operating expenditures.
5. Propose a capital budget that is aligned with economic and workforce development entities' plans and needs, and includes an analysis of the impact of such capital plan on the debt service mill rate as it relates to the tri-county area.
6. Submit any budget changes resulting in increases, decreases, or transfers by fund and/or function to the Board for a roll-call vote per Section 65.90 (5), *Wis. Stats.*

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Reviewed: June 20, 2002, September 25, 2008, December 18, 2008, October 20, 2011, November 17, 2011, January 19, 2012, February 16, 2012, March 15, 2012 April 19, 2012, May 17, 2012

FINANCIAL CONDITION

The President shall administer the Board approved budget without material deviation and shall protect the College from financial risk.

It is a material deviation to:

1. Expend more funds than have been received in the fiscal year without prior Board approval.
2. Indebt the organization in an amount greater than can be repaid by otherwise unencumbered revenues within the current fiscal year or can be repaid from accounts previously established by the Board for that purpose.
3. Expend funds from restricted or designated accounts except for the purposes for which the account was established without prior Board approval.
4. Make any purchase or commit the organization to any expenditure greater than \$50,000 that deviates from approved budget without Board approval.

Furthermore, the President may not:

1. Make any purchase:
 - a. without prudent protection against conflict of interest;
 - b. over \$10,000 without having obtained at least three competitive quotes, if available; and
 - c. over \$25,000, \$15,000 for construction contracts, without receipt of three sealed bids, if available, submitted on prepared specifications unless a waiver of bidding requirements has been issued as permitted by the Wisconsin Technical College System Administrative Code.
2. Accept gifts or grants which obligate the College to make future expenditures of funds or human resources other than those created by the gift or grant without Board approval or which are not in the best interest of the College to accept.
3. Fail to maintain adequate combined operating fund balance reserves sufficient to provide for an average of two (2) months' operating expenses, but not to exceed an amount greater than three (3) months.
4. Fail to apply for aid from all sources of funding when eligible except when not in the best interests of the College.

Adopted: August 17, 2000
Reviewed: June 20, 2002, November 20, 2003, September 25, 2008, April 19, 2012

ASSET PROTECTION

The President shall cause assets to be adequately maintained and protected from unnecessary risk.

Accordingly, the President may not:

1. Fail to insure against theft and casualty losses in amounts consistent with replacement values or against liability losses to Board members, staff, or the College itself in amounts consistent with limits of coverage obtained by comparable organizations.
2. Allow unbonded personnel access to material amounts of funds.
3. Permit plant and equipment to be subjected to improper wear and tear or inadequate maintenance.
4. Unnecessarily expose the College, the Board, or staff to claims of liability.
5. Receive, process, or disburse funds under controls which are not sufficient to meet the auditor's standards.
6. Invest funds in non-interest bearing accounts or in investments not permitted by Wisconsin law. Further, no investments shall be made without compliance with, in order of priority, the following principles:
 - a. security of the investment;
 - b. receiving favorable consistent interest earned on the investment; and
 - c. local financial institutions receiving favorable consideration where (a) and (b) are relatively equal.
7. Acquire, encumber, or dispose of real property without Board approval.
8. Fail to protect property, information, and files from loss or damage.
9. Fail to protect the College's trademarks, copyrights, and intellectual property interests.

Adopted: August 17, 2000
Reviewed: June 20, 2002, September 25, 2008

COMMUNICATION AND COUNSEL TO THE BOARD

The President shall keep the Board adequately informed. Accordingly, the President shall:

1. Submit monitoring data required by the Board (see Policy 2.3, Monitoring College Effectiveness) in a timely, accurate and understandable fashion, and directly addressing provisions of the Board policies being monitored.
2. Make the Board aware of relevant trends, anticipated adverse media coverage, actual or anticipated legal actions, or material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.
3. Advise the Board if, in the President's opinion, the Board is not in compliance with its own policies on Governance Process and Board/Staff Relationship, particularly in the case of Board behavior which is detrimental to the working relationship between the Board and the President.
4. Present information in an appropriate form that is accurate, complete, concise, and is not misleading.
5. Provide a mechanism for official Board, officer, or ad hoc committee communications.
6. Deal with the Board on matters within the area of Board responsibility.
7. Report in a timely manner an actual or anticipated non-compliance with any Board policy.

Adopted: August 17, 2000
Reviewed: June 20, 2002, June 22, 2004, September 25, 2008

COLLEGE VISION

We are the community technical college of choice for academic achievement, occupational

advancement, and personal development.

Adopted: August 17, 2000
Reviewed: November 15, 2001, June 22, 2004

COLLEGE MISSION

We collaborate to ensure economic growth and viability by providing education, training, leadership, and technological resources to meet the changing needs of students, employers, and communities.

Adopted: August 17, 2000
Reviewed: November 15, 2001, June 22, 2004

COLLEGE PURPOSES

Education for Work

Education for Life

We provide a program of technical and general education necessary for employment, citizenship, and personal development. We promote professional development and life-long learning.

We provide technical education and training to enhance skills and promote career expansion and progression by responding quickly and effectively to the changing requirements of the working environments within the global community.

We believe students need general education skills in order to succeed in career and life. Recognizing this fundamental importance, the College requires general education coursework in all programs of forty-five (45) credits or more. General education gives students effective communication, mathematics, scientific thinking and global social skills.

Adopted: August 17, 2000
Reviewed: November 15, 2001, June 22, 2004

COLLEGE STRATEGIC DIRECTIONS/ENDS STATEMENTS

Gateway Technical College is a key academic enterprise that serves Southeastern Wisconsin. By engaging in innovative higher education and technical training programs, as well as a variety of community partnerships, the tri-county community will utilize Gateway as a premiere resource for workforce education.

- 1) **Gateway provides** academic programs and services that meet the current and future postsecondary technical education needs of our tri-community and assists in the preparation and transition of all learners.
- 2) **Gateway provides** innovative and entrepreneurial programs and services that align with the educational, economic, and tri-county community needs for students' regional and global competitiveness.
- 3) **Gateway provides** leadership in tri-county community and workforce development through collaborative partnerships with business, industry, labor, and community organizations to support economic development, keeping in mind the desire not to duplicate services for an efficient use of taxpayer dollars.
- 4) **Gateway models** integrity, social responsibility, and continuous improvement in its internal and external processes and relationships.
- 5) **Gateway provides** a positive return on taxpayer and community investment by leveraging its core capabilities in a financially and socially responsible manner.

Adopted: August 17, 2000
Reviewed: November 15, 2001, November 20, 2003, June 22, 2004, September 21, 2006, January 22, 2008