

**GATEWAY TECHNICAL COLLEGE DISTRICT BOARD
GOVERNANCE POLICIES**

SECTION 1 - GOVERNANCE PROCESS

Policy 1.1	Governance Commitment
Policy 1.2	Governing Philosophy
Policy 1.3	Board Responsibility
Policy 1.4	Board Policy Creation and Review
Policy 1.5	Board Member's Role
Policy 1.6	Board Officers
Policy 1.7	Chairperson's Role
Policy 1.8	Vice Chairperson's Role
Policy 1.9	Secretary's Role
Policy 1.10	Treasurer's Role
Policy 1.11	Board Committees
Policy 1.12	Board Planning and Agenda
Policy 1.13	Code of Ethics
Policy 1.14	College Budget Process
Policy 1.15	Board Development
Policy 1.16	Student Trustee

SECTION 2 - BOARD/STAFF RELATIONSHIP

Policy 2.1	Unity of Control
Policy 2.2	Presidential Accountability
Policy 2.3	Delegation to the President
Policy 2.4	Monitoring College Effectiveness

SECTION 3 - EXECUTIVE LIMITATIONS

Policy 3.1	General Executive Limitation
Policy 3.2	Human Relationships
Policy 3.3	Employment, Compensation, and Benefits
Policy 3.4	Budgeting/Forecasting
Policy 3.5	Financial Condition
Policy 3.6	Asset Protection
Policy 3.7	Communication and Counsel to the Board
Policy 3.8	Partnerships/Grants/Contracts
Policy 3.9	Sustained Presidential Leadership
Policy 3.10	Strategic Planning

SECTION 4 - ENDS

Policy 4.1	College Ends Policy
------------	-------	---------------------

SECTION 1 - GOVERNANCE PROCESS
POLICY 1.1

GOVERNANCE COMMITMENT

Through its governance processes, the Board of Trustees of Gateway Technical College, on behalf of the community at large of the tri-county district, assures that the college:

1. Produces the results stated in its Ends policy for the community at an appropriate cost;
2. Avoids unacceptable activities, conditions, and decisions; and
3. Monitors its processes and performance.

In fulfillment of this charge, the Board complies with all applicable state statute and federal law as well as administrative codes, rules, or regulations set forth by agencies with recognized authority over specific college activities.

Adopted: August 17, 2000
Revised: June 16, 2016
Reviewed: June 16, 2016, July 9, 2018, July 8, 2019

SECTION 1 - GOVERNANCE PROCESS
POLICY 1.2

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.

Adopted: August 17, 2000
Revised: June 16, 2016
Reviewed: June 16, 2016, July 9, 2018, July 8, 2019

SECTION 1 - GOVERNANCE PROCESS
POLICY 1.3

BOARD RESPONSIBILITY

The Board functions as a collective body to fulfill its governance commitment. The major outcomes of the Board's governance are:

1. Serving as the official governance link between the College and the community at large.
2. Enacting 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).
 - 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 are delegated to the President and their proper use monitored.
3. Assuring successful organizational performance.

Included in its responsibilities, the Board as a whole:

1. Employs and evaluates the College President.
2. Annually approves and retains the services of external legal counsel.
3. Annually approves and retains the services of the financial auditor as required by statute
4. Monitors and discusses 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.

Adopted: August 17, 2000
Revised: June 16, 2016
Reviewed: June 16, 2016, July 9, 2018, July 8, 2019

SECTION 1 - GOVERNANCE PROCESS
POLICY 1.4

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, upon the second reading of the policy, by action of a majority vote of the seated Board. The Board may resolve to waive the second reading and act upon the first reading of the policy.
3. It is intended that Board policies be living documents. Toward this end, all policies shall be reviewed every two years to ensure that they continue to serve the needs of the community.

Adopted: August 17, 2000
Revised: June 16, 2016
Reviewed: June 16, 2016, July 9, 2018, July 8, 2019

SECTION 1 - GOVERNANCE PROCESS
POLICY 1.5

BOARD MEMBER'S ROLE

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:

1. 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.
2. Understanding and supporting the Board governance concepts, Board policies, and Board operations.
3. Developing and maintaining an in-depth knowledge of the community and its needs to which the college might respond.
4. Maintaining a working knowledge of the college's organization, programs and services, facilities, and budget.
5. Becoming well informed of the major initiatives of the College, the global perspective of the Wisconsin Technical College System, and related national activities such that each Board member is better able to make the necessary decisions that maintain or strengthen our commitment to the community.
6. 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.
7. Attending College events.
8. Presenting a positive image of the College to the community.
9. Referring questions regarding college operations to the President.
10. Serving as an informed volunteer to participate in legislative events and promote the College's legislative agenda as directed by the President.

Adopted: August 17, 2000
Revised: June 16, 2016
Reviewed: June 16, 2016, July 9, 2018, July 8, 2019

SECTION 1 - GOVERNANCE PROCESS
POLICY 1.6

BOARD OFFICERS

The officers of the Board shall be a Chairperson, a Vice Chairperson, a Secretary, and a Treasurer, as required by statute.

1. The officers shall be elected at the annual organizational meeting of the Board on the second Monday in July, as required by statute
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, as required by statute.

Adopted: August 17, 2000
Revised: June 16, 2016
Reviewed: June 16, 2016, July 9, 2018, July 8, 2019

SECTION 1 - GOVERNANCE PROCESS
POLICY 1.7

CHAIRPERSON'S ROLE

The Chairperson is elected by the Board. As the leader of the governance process of the Board, the Chairperson shall maintain the integrity of the Board's process and report Board decisions to outside parties.

1. The outcome of the Chairperson's role is that 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 among 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 shall communicate the Board's decisions to the President. 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.
7. The Chairperson shall sign all official documents and contracts on behalf of the District as required by law, by agencies with legitimate authority over college activities, and by the Board.
8. The Chairperson shall be the official spokesperson for the Board in response to media inquiries. The Chairperson shall not speak on behalf of the Board beyond simply reporting Board decisions except in rare instances specifically authorized by the Board as a whole.

Adopted: August 17, 2000
Revised: June 16, 2016
Reviewed: June 16, 2016, July 9, 2018, July 8, 2019

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
Revised: June 16, 2016
Reviewed: June 16, 2016, July 9, 2018, July 8, 2019

SECTION 1 - GOVERNANCE PROCESS
POLICY 1.9

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 shall delegate the day-to-day maintenance and custody of the records to the President of the College but may not delegate the accountability.
2. The Secretary shall sign all official documents and contracts on behalf of the District as required by law, by agencies with legitimate authority over college activities, and by the Board.
3. The Secretary shall be accountable to maintain a record and the official minutes of all meetings of the Board. The responsibility to create and maintain records and minutes shall be delegated to the President of the College.
4. 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
Revised: June 16, 2016
Reviewed: June 16, 2016, July 9, 2018, July 8, 2019

SECTION 1 - GOVERNANCE PROCESS
POLICY 1.10

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 shall delegate the day-to-day maintenance and custody of the funds to the President of the College but may not delegate the accountability.
2. The Board may by resolution authorize other persons' signatures or the use of a facsimile signature except where the treasurer's original signature is required.
3. The Board shall authorize the signature of payroll, accounts payable, grants, refunds, and other accounts. The use of a facsimile signature or the delegation of signing authority by resolution 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
Revised: June 16, 2016
Reviewed: June 16, 2016, July 9, 2018, July 8, 2019

SECTION 1 - GOVERNANCE PROCESS
POLICY 1.11

BOARD COMMITTEES

The Board shall govern as a whole. The Board may create committees to assist the Board with its work. Accordingly:

1. The Board may establish standing committees to perform regular functions within the scope of the Board's work.
2. 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 within the scope of the Board's work. 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.
 - a. 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.
 - b. 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.
3. The Board may meet as a Committee of the Whole to focus discussion on specific topics relevant to the work of the Board.
4. Board committees do not exercise control or authority over the President or the staff.
5. Board 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.

Adopted: August 17, 2000
Revised: June 16, 2016
Reviewed: June 16, 2016, July 9, 2018, July 8, 2019

SECTION 1 - GOVERNANCE PROCESS
POLICY 1.12

BOARD PLANNING AND AGENDA

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

1. The Board will establish an annual schedule of meetings sufficient to accomplish its responsibilities, including an annual public hearing on the proposed District budget.
2. Subjects for major policy issues to be discussed and acted upon by the Board will be developed on an annual basis in consultation with the President.
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 as required by statute.

Adopted: August 17, 2000
Revised: June 16, 2016
Reviewed: June 16, 2016, July 9, 2018, July 8, 2019

SECTION 1 - GOVERNANCE PROCESS
POLICY 1.13

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 the community since this is the primary reason for the College's existence.
3. 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.
4. Board members must avoid any conflict of interest with respect to their fiduciary responsibility.
 - a. Board members must maintain confidentiality of privileged information, including topics discussed in legally permitted closed sessions, and refuse to use their 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 for themselves, family members, friends or associates. Should a board member apply for employment with the college, he or she must first resign from the Board.
 - c. Board members must not vote on any matter before the Board which does or could result in financial gain for themselves, family members, friends, or associates, except as permitted in WI Statute Section 946.13 or as otherwise permitted by law.
 - d. When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent him/herself without comment not only from the vote but also from the deliberation.
5. Board members recognize that each Trustee is only one member of the Board, and that all Board actions are taken as a whole 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 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 beyond simply reporting Board decisions. The Board Chairperson is the official media spokesperson for the Board.
 - c. Board members will express no judgments of the President's or staff's performance except as that performance is assessed in accordance with explicit Board policies.
 - d. Although all members are obligated to register differences of opinion on Board issues at the board level as passionately as desired, individual members may not direct their differences of opinion to staff in a manner which would create dissension or polarization in the organization or undermine a decision of the Board majority.

6. Board members will sign an annual statement affirming this code of ethics and submit an annual economic interest statement to the State of Wisconsin as required by statute.

Adopted: August 17, 2000
Revised: June 16, 2016
Reviewed: June 16, 2016, July 9, 2018, July 8, 2019

SECTION 1 - GOVERNANCE PROCESS
POLICY 1.14

COLLEGE BUDGET PROCESS

The Board shall oversee the development of the annual budget as required by statute.

Accordingly:

1. The Board shall delegate to the President the responsibility to prepare the annual budget, budget reports, and detailed schedules as required by state statute and applicable rules.
2. The Board shall schedule at least one monitoring report on Executive Limitation 3.4 prior to approving the proposed budget for public hearing.

Adopted: August 17, 2000
Revised: June 16, 2016
Reviewed: June 16, 2016, July 9, 2018, July 8, 2019

SECTION 1 - GOVERNANCE PROCESS
POLICY 1.15

BOARD DEVELOPMENT

The Board shall ensure that the Board as a whole and each Board member has the knowledge, understanding, and skills needed to function effectively to reach the Board's intended outcomes.

Accordingly:

1. The Board shall identify resources and activities for the professional development of Board Members.
2. The Board shall ensure that the annual budget contains funds for Board development and training.
3. The Board shall provide for the orientation of new Board members.

Adopted: June 16, 2016
Reviewed: July 9, 2018, July 8, 2019

SECTION 1 - GOVERNANCE PROCESS
POLICY 1.16

STUDENT TRUSTEE

The Board maintains the role of student trustee in order to bring the voice of the student body into its governance work. The student trustee is an unofficial, non-voting member of the Board and serves at the discretion of the Board.

1. The student trustee is selected by Gateway's United Student Government (USG) Organization and serves a one-year term which coincides with the term of regular Board members. The student trustee's term can be renewed for two additional one year terms by mutual agreement of the student trustee, USG, and the Board.
2. The student trustee will
 - a. Attend all open meetings of the Board. The student trustee will not attend closed/executive sessions.
 - b. Be seated with the Board members.
 - c. Report on student activities and concerns as a regular agenda item at each meeting.
 - d. Receive all non-confidential materials furnished to regular Board members with the exception of materials related to closed sessions.
 - e. Have the right to participate in Board discussion and ask questions of presenters.
 - f. Have the right to serve on ad hoc committees at the discretion of the Board Chair.
 - g. Have the right to attend professional development activities designated for student trustees.
 - h. Not be counted in regard to quorum or open meetings compliance.
2. The student trustee must
 - a. Reside in the Gateway district prior to and while serving as student trustee.
 - b. Register for twelve (12) credit hours during the academic year in which he/she serves and maintain a 2.5 program grade point average in order to serve in this role.
 - c. Attend an orientation to the student trustee role provided by the President or his/her designee.
 - d. Maintain awareness of current Board issues and read all Board materials in advance of meetings.
 - e. Maintain a working knowledge of the Board's governance concepts, policies, and operations.
 - f. Attend College events.
 - g. Present a positive image of the Board and the College to the student community.
 - h. Refer any questions regarding college operations to the President or his/her designee.

SECTION 2 - BOARD/STAFF RELATIONSHIP
POLICY 2.1

UNITY OF CONTROL

The President is accountable to the Board acting as a collective body; therefore, only officially passed motions of the Board are binding on the President.

Accordingly:

1. Decisions or instructions of individual Board members are not binding on the President except when the Board has specifically authorized such exercise of authority.
2. 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.

Adopted: August 17, 2000
Revised: March 17, 2016
Reviewed: July 9, 2018, July 8, 2019

SECTION 2 - BOARD/STAFF RELATIONSHIP
POLICY 2.2

PRESIDENTIAL ACCOUNTABILITY

The President is the Chief Executive Officer of the college and the Board's single official link with the operations of the College. All authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the President.

The President is accountable to the Board for

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 Board as a collective body will assess presidential performance annually. The President's performance will include the organizational performance of the college as a whole as well as the President's individual accomplishments.

Adopted: August 17, 2000
Revised: March 17, 2016
Reviewed: July 9, 2018, July 8, 2019

SECTION 2 - BOARD/STAFF RELATIONSHIP
POLICY 2.3

DELEGATION TO THE PRESIDENT

The Board appoints the President as chief executive officer of the College and directs the President through written policies to achieve certain results and to avoid unacceptable situations and actions, allowing the President to use any reasonable interpretation of Board policies.

Accordingly:

1. The Board will develop Ends policies instructing the President to achieve certain results for certain recipients at a specified cost.
2. The Board will limit the latitude the President may exercise in practices, methods, conduct, and other means through establishment of Executive Limitations policies.
3. The President may establish all further college policies, make all decisions, take all actions, establish all practices, and develop all activities 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 at any time, thereby changing the latitude given to the President. However, as long as any particular policy is in effect, the Board will respect and support the President's decisions.
5. The Board will develop the President's job description and approve the President's annual goals and objectives.
6. 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
Revised: March 17, 2016
Reviewed: July 9, 2018, July 8, 2019

SECTION 2 - BOARD/STAFF RELATIONSHIP
POLICY 2.4

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.

Accordingly,

1. Monitoring shall compare the current performance of the college to the expectations of the Board as stated in policy. In every case, the standard for compliance shall be any reasonable interpretation of the board policy being monitored. The Board will take action to approve or disapprove monitoring reports.
2. Monitoring data may be acquired in one or more of three ways: internal reports to the Board from the President, external reports from an external auditor or other persons or entities external to the institution selected by the Board, or direct inspection of documents, activities, or circumstances by an ad hoc committee or the Board as a whole.
3. The Board will receive monitoring reports on the Ends policy and each Executive Limitation at least once each year prior to the President's performance evaluation.
4. As a result of the Board's monitoring, the Board may make any adjustments to policy necessary to improve college effectiveness.

Adopted: August 17, 2000
Revised: March 17, 2016
Reviewed: July 9, 2018, July 8, 2019

SECTION 3 - EXECUTIVE LIMITATIONS
POLICY 3.1

GENERAL EXECUTIVE LIMITATION

The President shall not cause or allow any practice, activity, decision, or organizational circumstance that is either unlawful, unethical, or imprudent.

Without limiting the scope of the foregoing statement, the President shall not cause or allow any practice, activity, decision, or organizational circumstance which:

1. Deviates materially from the Board's Ends policy.
2. Fails to serve the common and unique interests of the three counties within the Gateway district.
3. Jeopardizes Gateway's continued accreditation relationship with the Higher Learning Commission.
4. Is contrary to Gateway's commitments to social responsibility and environmental sustainability.
5. Impedes continuous improvement of college operations.
6. Publicly positions the college in support of or opposition to any political party or candidate for public office.
7. Compromises the safety and security of the college.

Adopted: August 17, 2000
Revised: February 18, 2016
Reviewed: January 24, 2019

SECTION 3 - EXECUTIVE LIMITATIONS
POLICY 3.2

HUMAN RELATIONSHIPS

The President shall not cause or allow conditions, procedures, or decisions which are inhumane, unfair, or undignified in the college's relationships with students, employees, or members of the community.

Without limiting the scope of the foregoing statement, the President shall not:

1. Fail to comply with administrative codes, rules, or regulations set forth by agencies with recognized authority over specific college activities, including administrative policies and rules of Gateway Technical College.
2. Operate without maintaining a balance of openness and appropriate confidentiality.
3. Manage the college without adequate administrative policies consistent with the Board's policies.
4. Operate without written rules for students and employees which (a) clearly state required and prohibited actions, (b) provide for effective handling of complaints, and (c) protect against wrongful conditions such as gross preferential treatment for personal reasons.
5. Prevent students and staff from using established complaint procedures.

Adopted: August 17, 2000
Revised: February 18, 2016
Reviewed: April 19, 2018

SECTION 3 - EXECUTIVE LIMITATIONS
POLICY 3.3

EMPLOYMENT, COMPENSATION, AND BENEFITS

The President shall not cause or allow jeopardy to the college's fiscal integrity or public image in regard to employment, compensation, and benefits for employees, consultants, and contract workers.

Without limiting the scope of the foregoing statement, the President shall not:

1. Fail to comply with administrative codes, rules, or regulations set forth by agencies with recognized authority over specific college activities, including administrative policies and rules of Gateway Technical College.
2. Permit conflicts of interest in hiring of employees, consultants, and contract workers.
3. Change his or her own compensation and benefits.
4. Provide for or change the compensation and benefits of other employees except in accordance with college salary schedules and established compensation practices.
5. Promise or imply permanent or guaranteed employment.

Adopted: August 17, 2000
Revised: February 18, 2016
Reviewed: April 18, 2019

SECTION 3 - EXECUTIVE LIMITATIONS
POLICY 3.4

BUDGETING/FORECASTING

Budgeting for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board's Ends policy, risk fiscal jeopardy, fail to reflect credible projections of income and expenses, or fail to align with the college's strategic plan.

Without limiting the scope of the foregoing statement, the President shall not:

1. Fail to develop a balanced budget which:
 - a. supports the accomplishment of the Board's Ends policy;
 - b. provides adequate operational and capital resources for personnel and non-personnel costs, including but not limited to plant and facilities maintenance, instructional equipment, new program and course development, staff development, and institutional research; and
 - c. includes credible projection of revenue and expenses, separation of capital and operational items, disclosure of planning assumptions, and analysis of impact on debt service mill rate and overall outstanding debt.
2. Fail to budget the annual funds for Board operations, including but not limited to the cost of fiscal audit, Board development and training, and Board professional fees.

Adopted: August 17, 2000
Revised: February 18, 2016
Reviewed: October 24, 2019

SECTION 3 - EXECUTIVE LIMITATIONS
POLICY 3.5

FINANCIAL CONDITION

The President shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from the Board's Ends policy with regard to actual, on-going financial condition and activities.

Without limiting the scope of the foregoing statement, the President shall not:

1. Fail to comply with administrative codes, rules, or regulations set forth by agencies with recognized authority over specific college activities, including administrative policies and rules of Gateway Technical College.
2. Expend more funds than have been received in the fiscal year without prior Board approval.
3. 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.
4. Permit conflicts of interest in awarding purchases or contracts.
5. 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 equal to an average of three (3) months' operating expenses.
6. 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
Revised: February 18, 2016
Reviewed: September 20, 2018

SECTION 3 - EXECUTIVE LIMITATIONS

POLICY 3.6

ASSET PROTECTION

The President shall not cause or allow the College's assets to be unprotected, inadequately maintained, or exposed to unnecessary risk.

Without limiting the scope of the foregoing statement, the President shall not:

1. Allow assets to be uninsured 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. 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 the college's digital assets from loss or damage.
9. Fail to protect the College's trademarks, copyrights, and intellectual property interests.
10. Name buildings without prior Board approval.

Adopted: August 17, 2000
Revised: February 18, 2016, December 19, 2019
Reviewed: November 8, 2019

SECTION 3 - EXECUTIVE LIMITATIONS
POLICY 3.7

COMMUNICATION AND COUNSEL TO THE BOARD

The President shall not cause or allow the Board to be uninformed or inadequately supported in its work.

Without limiting the scope of the foregoing statement, the President shall not:

1. Neglect to submit monitoring data required by the Board (see Policy 2.4, Monitoring College Effectiveness) in a timely, accurate, and understandable fashion, and directly addressing provisions of the Board policies being monitored.
2. Allow the Board to be unaware 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. 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 Board/Staff Relationship, particularly in the case of Board behavior which is detrimental to the working relationship between the Board and the President.
4. Fail to marshal for the Board as many internal and external points of view, issues, and options as need to fully inform the Board's work.
5. Present information which is untimely, inaccurate, incomplete, overly complex or lengthy, or misleading, or which is in a format unusable by the Board.
6. Fail to provide a mechanism for official Board, officer, or ad hoc committee communications.
7. Fail to deal with the Board as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.
8. Fail to report in a timely manner any actual or anticipated non-compliance with any Board policy.
9. Fail to supply for the consent agenda all items delegated to the President yet required by law or contract to be Board-approved, along with evidence of the college's due diligence on behalf of the Board.

Adopted: August 17, 2000
Revised: February 18, 2016
Reviewed: February 21, 2019

SECTION 3 - EXECUTIVE LIMITATIONS
POLICY 3.8

PARTNERSHIPS/GRANTS/CONTRACTS

The President shall not enter into any formal or informal partnership, grant, or contractual arrangement that fails to emphasize the accomplishment of Board Ends policy, avoid unacceptable means, or protect the college's fiscal integrity or public image.

Without limiting the foregoing statement, the President shall not:

1. Accept gifts or grants which obligate the College to make significant, long-term expenditures of funds or other resources, other than those created by the gift or grant, or which are not in the best interest of the college.

Adopted: February 18, 2016
Reviewed: March 27, 2018

SECTION 3 - EXECUTIVE LIMITATIONS
POLICY 3.9

SUSTAINED PRESIDENTIAL LEADERSHIP

The President shall not cause or allow the college to be unprepared for planned or unplanned interruption of Presidential responsibilities.

Without limiting the scope of the foregoing statement, the President shall not:

1. Have fewer than two other administrators familiar with Board and Presidential issues and processes in order to protect the Board and the college from sudden loss of Presidential services.

Adopted: February 18, 2016
Reviewed: April 18, 2019

SECTION 3 - EXECUTIVE LIMITATIONS
POLICY 3.10

STRATEGIC PLANNING

The President shall not operate without a Board-approved strategic plan which shall include the college mission, vision, and values statements.

Adopted: February 18, 2016
Revised: June 16, 2016
Reviewed: January 18, 2018

COLLEGE ENDS POLICY

The tri-county community benefits from affordable higher education that allows residents to develop knowledge and skills for family-supporting careers that contribute to the growth and sustainability of the local economy at a cost commensurate with the value of services provided.

1. Students demonstrate the knowledge and skills and self-confidence required for employability, career advancement, a global perspective, and lifelong learning.
2. Businesses benefit from a well-trained, educated workforce and access to customized business and workforce solutions that support a positive business climate.
3. Taxpayers receive a positive return on investment from Gateway’s impact on the local tax base, property values, and overall economic development as well as the contributions of graduates to the tri-county community.
4. Families are strengthened by the prosperity of their graduates, reduced unemployment or underemployment, and the availability of local jobs for family members.
5. Educational partners, locally, nationally, and internationally, connect their students to Gateway’s well-developed career pathways courses, facilities, and educational resources.

Adopted: August 17, 2000
Revised: November 19, 2015
Reviewed: April 14, 2016, June 15, 2017, December 7, 2018, May 7, 2019