

Northeast Community College Board Policy Manual

Executive Limitations Policy Policy Number: EL - 04

Planning

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

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

1. Operate without a documented, multi-year strategy that can be expected to achieve a reasonable interpretation of the Ends.
 - 1.1. Permit planning that does not explain and justify assumptions, and identify relevant environmental factors.
 2. Permit budgeting for any fiscal period or the remaining part of any fiscal period that is not derived from the multi-year plan.
 3. Permit financial planning that omits credible projection of revenues and expenses, separation of capital expenditures and operational expenses, cash flow projections, and disclosure of planning assumptions.
 - 3.1. Omit five-year pro-forma trend of revenues and expenses.
 4. Permit financial planning without a projected five-year facilities master plan.
 - 4.1. Omit provision for cybersecurity and technology.
 5. Permit financial planning that risks any situation or condition described as unacceptable in the "Financial Condition and Activities" policy.
 6. Permit financial planning that does not provide the amount determined annually by the Board for the Board's direct use during the year, such as costs of fiscal audit, Board development, Board and committee meetings, Board legal fees, and ownership linkage.
 7. Permit planning that endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve Ends in future years.
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- 7.1. Operate without succession plans to facilitate smooth operations during key personnel transitions and ensure competent operation of the organization over the long term.
- 7.2. Permit the College to be without sufficient organizational capacity and current information about President and Board issues and processes for the competent operation of the organization to continue in the event of sudden loss of President services.

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