



BOARD / OPERATIONAL

Board - CEO Relationship G31

POLICY

The Board's job is generally confined to establishing highest-level policies, leaving implementation and subsequent operational policy development to the CEO. The Framework policies direct the Board and the CEO to act within acceptable boundaries of prudence, ethics, and law. All Board authority delegated to staff is delegated through the CEO.

The Board believes that the CEO, in collaboration with the Board, management team and staff, will create and implement process and programs that meet the identified short-term and long-term needs and goals of the College.

The CEO is the Board's single official link to the operations of the organization and is accountable for all organizational performance as directed by the Board.

All authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the CEO. Accordingly,

1. the Board will never give instructions to persons who report directly or indirectly to the CEO;
2. the Board will refrain from evaluating, either formally or informally, any staff other than the CEO; and
3. the Board will view CEO performance as identical to College performance so that College accomplishment of Board stated policies.

Only decisions of the Board acting as a body are binding on the CEO. Requests or instructions by individual Board Members, officers, or committees may be refused by the CEO except when the Board has specifically authorized such exercise of authority by the member or committee.

All Board authority delegated to staff is delegated through the CEO using the Board policies and procedures.

As long as the CEO follows the Boards Policies and Procedures, he/she is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities necessary for the operation of the College.

In emergency situations, the CEO may deem it necessary to make decisions, which are not covered by Board policy or are not in compliance with existing policies. If the CEO is unable to adhere to a Board policy, he/she will consult with the Chair, or in the Chair's absence, the Vice Chair. If this is not possible, the CEO will take the appropriate actions and immediately report, to the Chair, the action that was not in compliance with Board policy. The Chair will then relate the non-compliance to the Board, at the next Board meeting and the CEO will describe to the Board the actions he/she is taking to realign with the Board's policy. If necessary, the CEO may make recommendations to change the policy relevant to the non-compliance.

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The Board will acquire information on the operations of the College by one or more of three methods; (i) by internal report, in which the CEO discloses operating information and data to the board, (ii) by external report, in which an external, third party selected by the board assesses compliance with board policies, and (iii) by direct board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.

All policies that instruct the CEO will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

PROCEDURES

1. The CEO is authorized to make all decisions, take all actions, and develop all activities, which are true to the Board Policies, Goals, and directives.
2. Only decisions of the Board acting as a body are binding on the CEO. Requests or instructions by individual Board members, officers, or committees may be refused by the CEO except when the Board has specifically authorized such exercise of authority to the member or committee.
3. All Board authority delegated to staff is delegated through the CEO using the written Policy and Goals.
4. The Board will direct the CEO to achieve specified results to specified recipients through the establishment of Policies and Goals.
5. The Board, as the ultimate authority, is the steward of the Board-CEO relationship. As such, the Board may change the Policies or Goals to be achieved by the CEO. Unless the Board changes the Policies and Goals, the Board will respect and support the decisions of the CEO.