

BOARD POLICY



POLICY: EL 4

SUBJECT: PLANNING

POLICY STATEMENT

The Director of Education 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

The Director of Education shall not:

1. Permit the organization to be 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 risks the organization incurring any situation or condition described as unacceptable in the Board of Trustees' Financial Condition and Activities policy.
4. Permit financial planning that omits credible projection of revenues and expenses, separation of capital and operational items, cash flow projections, and disclosure of planning assumptions.
5. Permit financial planning that omits a long-term capital accommodations plan which reflects long-term enrolment forecasts and future demographic projections.
6. Permit financial planning that omits the need for an adequate surplus.
7. Permit financial planning that provides less than the amount needed for Board of Trustees prerogatives identified in response to the *GP9 - Investment in Governance* policy.
8. Permit planning that omits the building of organizational capability sufficient to achieve Ends in future years.
 - 8.1. Be without succession plans to facilitate smooth operations during key personnel transitions and ensure competent operation of the organization over the long term.
 - 8.1.1. Neglect to identify and mentor individuals within the organization who have potential for future senior leadership positions, including Director of Education.
 - 8.2. Permit the organization to be without sufficient organizational capacity and current information about Director of Education and board issues and processes for the competent operation of the organization to continue in the event of sudden loss of Director of Education services.

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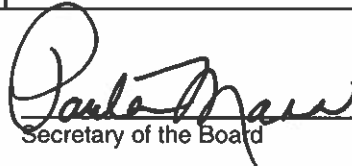
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Monitoring: December/June	Method: Internal	Frequency: Semi-annually
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Chair of the Board



Secretary of the Board

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