

POLICY GOVERNANCE



The Board of Trustees of Garden City Community College
acknowledges the counsel of John Carver
and the use of materials created by him
in formulating this model of Policy Governance.

First adopted in 1995, with various revisions made through the years

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POLICY TYPE: Governance Process

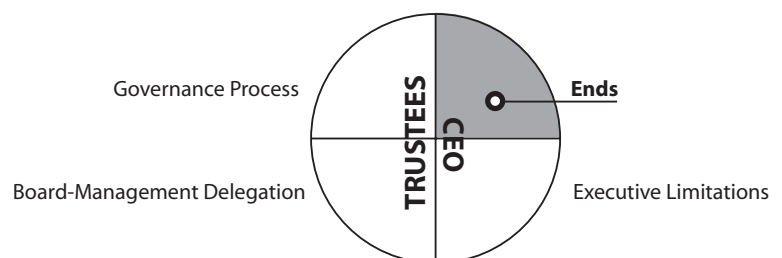
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POLICY TITLE: MISSION

Garden City Community College exists to produce positive contributors to the economic and social well-being of society.



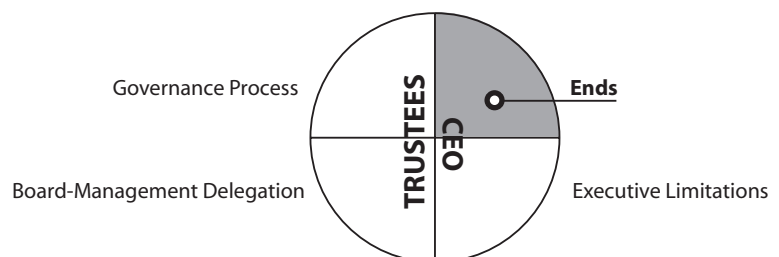
This policy adopted on June 14, 1995

POLICY TYPE: Ends

POLICY TITLE: ESSENTIAL SKILLS

Students will possess essential skills.

1. Students will have the essential skills of interpersonal communications, including speaking, listening and writing.
2. Students will have reading skills appropriate for their chosen field of endeavor.
3. Students will have essential math skills.
4. Students will have essential technology skills.



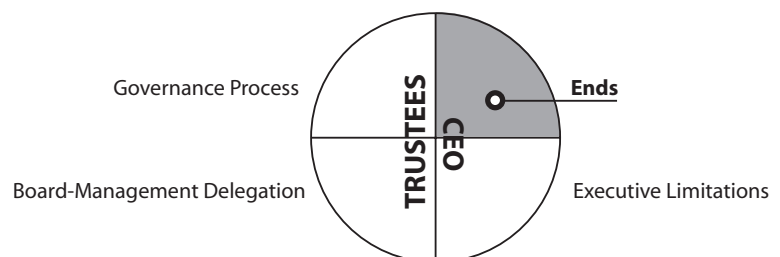
This policy revised on January 19, 2013

POLICY TYPE: Ends

POLICY TITLE: WORK PREPAREDNESS

Students will be prepared for success in the workplace.

1. Students will have the skills and knowledge required for successful entry into the workplace.
2. Students will have discipline and collaborative skills, necessary to be successful in the workplace and have exposure to relevant work ethics.
3. Students will have the skills and knowledge necessary to maintain, advance or change their employment or occupation.



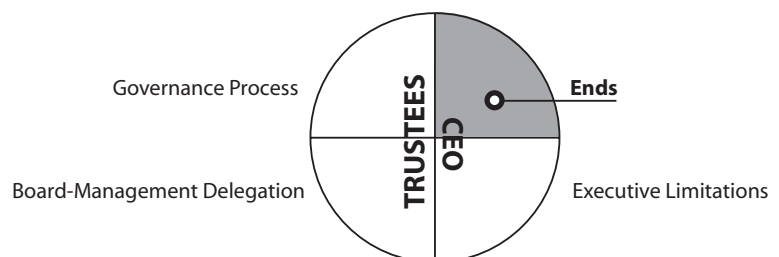
This policy adopted on January 19, 2013

POLICY TYPE: Ends

POLICY TITLE: ACADEMIC ADVANCEMENT

Students desiring academic advancement will be prepared for successful transfer to other colleges and universities.

1. Students will have appropriate knowledge of transfer requirements.
2. Students will have the academic prerequisites sufficient for successful transfer.
3. Students will have opportunities for advance degrees.

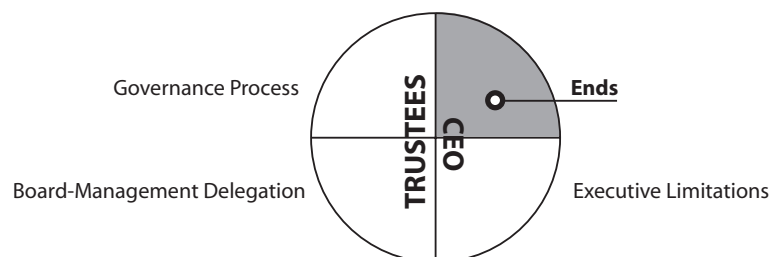


This policy revised on January 19, 2013

POLICY TYPE: Ends

POLICY TITLE: PERSONAL ENRICHMENT

1. Recipients pursuing individual interests will be personally enriched.
2. Community outreach will serve the needs of all citizens.

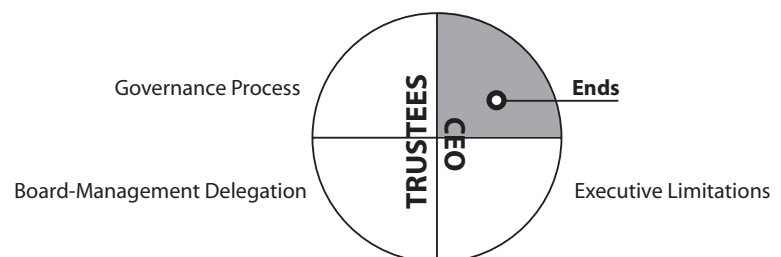


This policy revised on May 10, 2006

POLICY TYPE: Ends

POLICY TITLE: WORKFORCE DEVELOPMENT

1. Workforce development will be responsive to community economic development and employer needs.



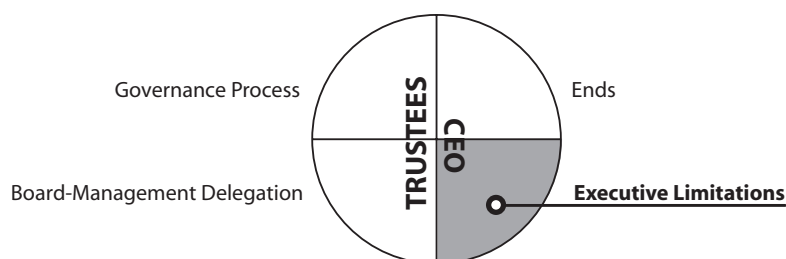
This policy adopted on May 10, 2006

POLICY TYPE: Ends

POLICY TITLE: GENERAL EXECUTIVE CONSTRAINTS

The president shall not cause or allow any practice, activity, decision or organizational circumstance which is illegal, imprudent, or in violation of commonly accepted business and professional ethics.

1. Dealings with students, staff, volunteers, and the community shall not be inhumane, unfair, or undignified.
2. An open climate in the decision-making process shall not be discouraged.
3. Actual financial conditions at any time shall not incur fiscal jeopardy or compromise board ENDS priorities.
4. Information and advice to the board will have no significant gaps in timeliness, completeness, or accuracy.
5. Compensation and benefits for staff shall not deviate significantly from market.
6. No fewer than two administrators will be informed of president and board issues and processes.
7. There shall be no conflict of interest in awarding purchases or other contracts.
8. The president shall not allow for purchases without first giving consideration to local businesses, with a maximum ten percent premium.
9. The president shall not fail to provide programs and technology which are appropriate for students to attain the ENDS as prescribed by the Board.
10. The president shall not initiate new programs or retain existing programs without consideration of cost-effectiveness and overall value.
11. The president shall not fail to outline a process that transitions leadership of the college in the event of a planned or unplanned departure.
12. The president shall not fail to insure a safe and healthy environment on campus.

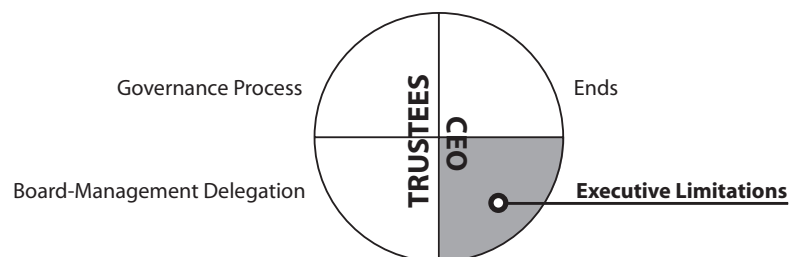


POLICY TITLE: TREATMENT OF PEOPLE

With respect to treatment of students, staff, volunteers and the community, dealings shall not be inhumane, unfair, or undignified.

Accordingly, the president shall not:

1. Operate without procedures which clarify student and staff rules, provide for effective handling of grievances and complaints, and protect against wrongful conditions;
2. Discriminate against anyone for expressing an ethical dissent;
3. Withhold a due process procedure from faculty or prevent from grieving to the board when internal grievance procedures have been exhausted;
4. Withhold an appeal process from staff and students;
5. Fail to acquaint students and staff with their rights and responsibilities.



This policy revised on July 8, 2014

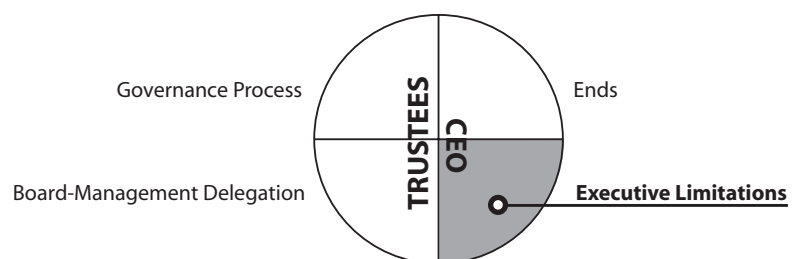
POLICY TYPE: Executive Limitations

POLICY TITLE: BUDGETING/FINANCIAL PLANNING/FORECASTING

Budgeting any fiscal period or the remaining part of any fiscal period shall not deviate significantly from board ENDS priorities, risk fiscal jeopardy, nor fail to show a generally acceptable level of foresight.

Accordingly, the president shall not cause or allow budgeting which:

1. Contains too little information to enable accurate projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions;
2. Does not allow a review of estimated budget by department or cost center compared to the previous two years of actual expenditures;
3. Does not provide a priority motivated menu of Capital Outlay Funds to be requested for expenditure;
4. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period;
5. Does not provide the annual operating funds for board prerogatives, such as costs of fiscal audit, board development, external reports, board and committee meetings, and board professional fees.



This policy revised on August 12, 2014

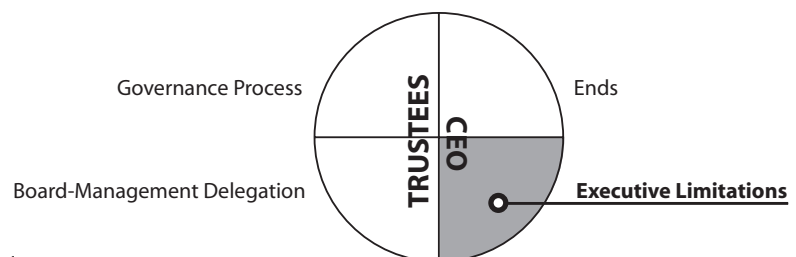
POLICY TYPE: Executive Limitations

POLICY TITLE: FINANCIAL CONDITION

With respect to the actual, ongoing condition of the organization's financial health, the president shall not cause or allow the development of fiscal jeopardy or a significant deviation of actual expenditures from board priorities established in the ENDS policies.

Accordingly, the president shall not:

1. Exceed the working budget for the fiscal year (July 1 - June 30).
 - a. Fail to maintain a reserve of at least 20 percent.
 - b. Fail to maintain the capital improvement fund at \$500,000.
2. Use cash reserves.
3. Fail to develop additional *private* revenue sources for capital improvement projects.
4. Fail to coordinate with Endowment Association and Broncbuster Athletic Association.



This policy revised on August 12, 2014

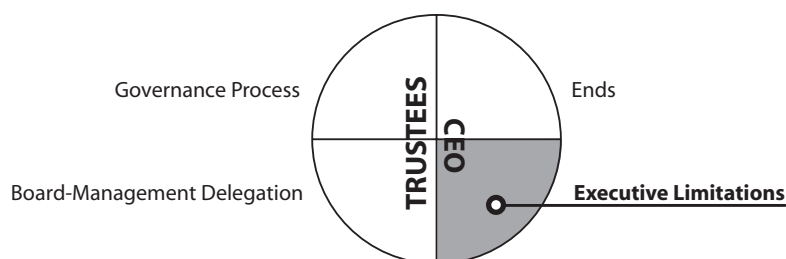
POLICY TYPE: Executive Limitations

POLICY TITLE: INFORMATION AND ADVICE (COMMUNICATION AND COUNSELING)

With respect to providing information and counsel to the board, the president shall not permit the board to be uninformed.

Accordingly, the president shall not:

1. Neglect to submit monitoring data required by the board (see policy on Monitoring Executive Performance) in a timely, accurate, and understandable fashion, directly addressing provisions of the board policies being monitored;
2. Permit the board to be unaware of relevant trends, anticipated adverse media coverage, actual or anticipated legal actions, significant 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 MANAGEMENT DELEGATION**, particularly in the case of board behavior which is detrimental to the work relationship between the board and the president;
4. Present information in unnecessarily complex or lengthy form;
5. Fail to deal with the board as a whole except when fulfilling requests for information or responding to individuals or committees duly charged by the board;
6. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the board.



This policy revised on January 19, 2013

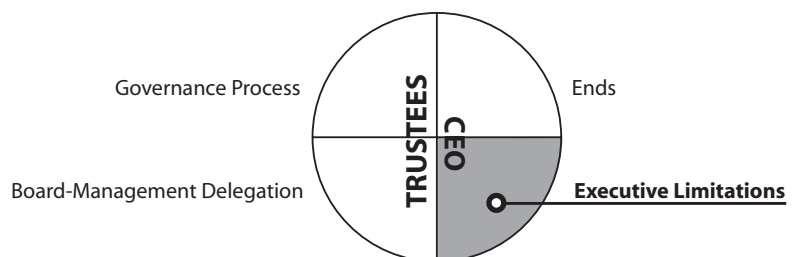
POLICY TYPE: Executive Limitations

POLICY TITLE: ASSET PROTECTION

Assets shall not be unprotected, inadequately maintained, or unnecessarily risked.

Accordingly, the president shall not:

1. Fail to insure against property and casualty losses or against liability losses to board members, staff, or the organization itself in an amount prudent and advisable under Kansas law;
2. Allow unbonded personnel access to significant amounts of funds;
3. Allow improper wear and tear or inadequate maintenance of the plant and equipment;
4. Unnecessarily expose the organization, its board or staff to claims of liability;
5. Make any purchase: (a) of over \$10,000 without competitive bids and due consideration regarding cost, quality, and service; and (b) of over \$20,000.
6. Receive, process, or disburse funds under controls which are insufficient to meet the auditor's standards;
7. Acquire, encumber, or dispose of real property.



This policy revised on January 19, 2013

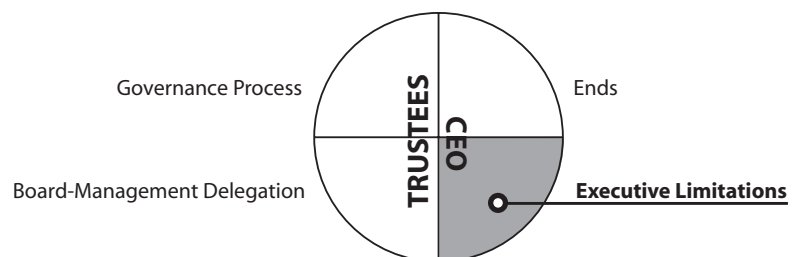
POLICY TYPE: Executive Limitations

POLICY TITLE: COMPENSATION/BENEFITS

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the president shall not cause or allow fiscal integrity or public image to be jeopardized.

Accordingly, the president shall not:

1. Change his or her compensation or benefits;
2. Promise or imply permanent or guaranteed employment;
3. Establish compensation and benefits which:
 - A. Deviate significantly from the geographic area or market for the skills employed;
 - B. Create obligations over a longer term than revenues can be safely projected and in all events subject to losses of revenue.

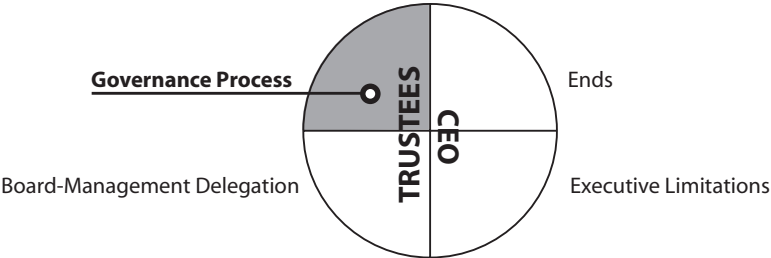


This policy revised on July 8, 2014

POLICY TYPE: Executive Limitations

POLICY TITLE: GOVERNANCE COMMITMENT

On behalf of the owners of Garden City Community College, the Board of Trustees will govern the college through the expressions of its policies.



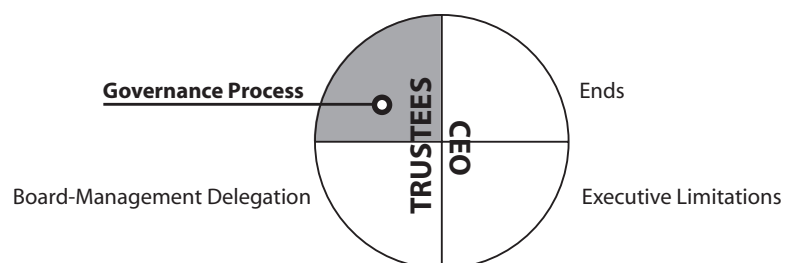
This policy adopted on March 15, 1995

POLICY TYPE: Governance Process

POLICY TITLE: GOVERNING STYLE

The board process will emphasize outward vision rather than an internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of board and staff roles, collective rather than individual decisions, future rather than past or present, and proactivity rather than reactivity. The board will:

1. Execute powers designated by federal and Kansas statute.
2. Enforce upon it whatever discipline is needed to govern with excellence, allowing no officer, committee, or individual to impede fulfillment of this responsibility. A quorum of four board members will be required to conduct binding business at any meeting, and a majority vote of the entire board (four) will be required to approve any action by the board. Discipline will apply to matters such as attendance, meeting preparation, policy-making principles, respect of roles, and speaking officially with one voice.
3. Direct, control, and inspire the college through careful establishment of the broadest values and perspectives in the form of written policies.
4. Focus chiefly on intended long-term impacts on students and community (ENDS), not on the administrative or programmatic means of attaining those effects.
5. Be an initiator of policy, not merely a reactor to staff initiatives. The board, not the staff, will be responsible for board performance.
6. Use the expertise of individual members to enhance the ability of the board as a body, rather than to substitute their individual values for the group's values.
7. Monitor and regularly discuss the board's own process and performance. Ensure the continuity of its governance capability by continual training and development.
8. Change from the Policy Governance only by majority vote of the entire board.



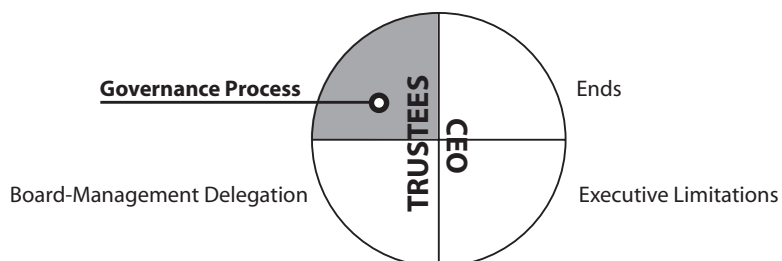
This policy revised on January 19, 2013

POLICY TYPE: Governance Process

POLICY TITLE: BOARD JOB DESCRIPTION

The job of the board is to represent the ownership in determining and demanding appropriate organizational performance. To distinguish the board's own unique job from the jobs of its staff, the board will concentrate its efforts on the following job "products" or outputs.

1. Linkage with the public regarding ENDS. Input may be obtained in the following ways:
 - A. Meeting with individuals and organized or informal community groups (i.e., civic groups, churches, focus groups).
 - B. Observing and meeting with other public boards.
 - C. Hosting opportunities which afford owners the opportunity to learn about the college.
 - D. During open session of board meetings.
2. Written governing policies which, at the broadest levels, address:
 - A. ENDS: Organizational products, impacts, benefits, outcomes, recipients, and their relative worth (what good for which people at what cost).
 - B. EXECUTIVE LIMITATIONS: Constraints on executive authority which establish the 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 task.
 - D. BOARD-MANAGEMENT DELEGATION: The manner in which authority is passed to the president and assessment of the use of that authority.

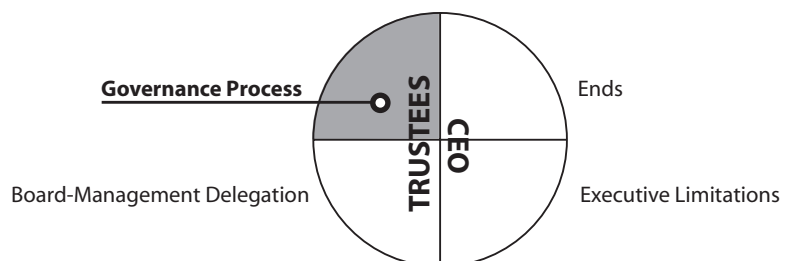


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POLICY TYPE: Governance Process

POLICY TITLE: BOARD JOB DESCRIPTION (CONTINUED)

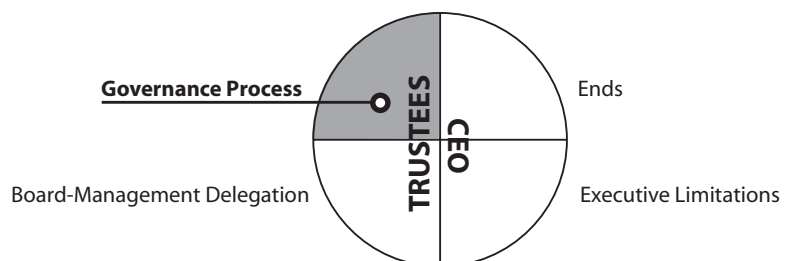
3. Assure the president's performance through periodic and annual reviews.
4. Select and discipline board officers
 - A. A chairperson shall be selected, by majority vote of the entire board, based on his or her abilities to carry out the responsibilities of that position. (A chairperson, and other officers deemed necessary or required by statute, shall be elected on an annual basis during the official board meeting in July).
 - B. If, for any reason, board members believe the chairperson fails to fulfill his or her role as stated in these policies, they may, by majority vote of the entire board, remove the chairperson from office and select a replacement for the remainder of the unexpired term as chairperson.
5. Impact on legislative affairs through advocacy.
6. Monitor activities and performance of the Broncbuster Athletic Association and the Garden City Community College Endowment Association to ensure they are legal and supportive of the college.



POLICY TITLE: CHAIRPERSON’S ROLE

The job “product” of the chairperson is, primarily, the integrity of the board’s process and, secondarily, occasional representation of the board to outside parties. The chairperson is the only board member authorized to speak for the board (beyond simply reporting board decisions), unless the authority is delegated to another member.

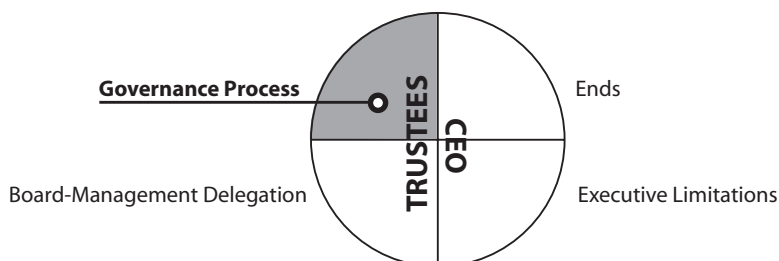
1. The job output of the chairperson is to ensure the board behaves consistent with its own rules and those legitimately imposed upon it from outside the organization.
 - A. Meeting discussion content will only be those issues which, according to board policy, clearly belong to the board to decide, not the president.
 - B. Deliberation will be fair, open, and thorough, but also efficient, timely, orderly, and pointed.
2. The authority of the chairperson consists of making decisions that fall within the topics covered by board policies on **GOVERNANCE PROCESS** and **BOARD -MANAGEMENT DELEGATION**, except where the board specifically delegates portions of this authority to others. The chairperson is authorized to use any reasonable interpretation of the provisions in these policies.
 - A. The chairperson is empowered to plan and chair board meetings with all the commonly accepted authority of that position (e.g., ruling, recognizing, and committee appointments).
 - B. The chairperson has no authority to make decisions about policies created by the board within ENDS and EXECUTIVE LIMITATIONS policy areas. Therefore, the chairperson has no authority to supervise or direct the president.
 - C. The chairperson may represent the board to outside parties in announcing board-stated positions and in stating chair decisions and interpretations within the area delegated to him or her.
3. The chairperson is to ensure the vice chairperson is informed of current and pending board issues and processes.



POLICY TITLE: BOARD COMMITTEE PRINCIPLES

Board committees, when used, will be assigned so as to minimally interfere with the wholeness of the board's job and so as never to interfere with delegation from board to president. Committees will be used sparingly, only when other methods have been deemed inadequate.

1. Board committees are to help the board do its job, not to help the staff do its jobs. Committees ordinarily will assist the board by preparing policy alternatives and implications for board deliberation. Board committees are not to be created by the board to advise staff.
2. Board committees may not speak or act for the board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the president.
3. Board committees cannot exercise authority over staff. Because the president works for the full board, he or she will not be required to obtain approval of a board committee before an executive action. In keeping with the board's broader focus, board committees will normally not have direct dealings with current staff operations.
4. Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a board committee which has helped the board create policy on some topic will not be used to monitor organizational performance on that same subject.
5. This policy applies only to committees which are formed by board action, whether or not the committees include non-board members. It does not apply to committees formed under the authority of the president.



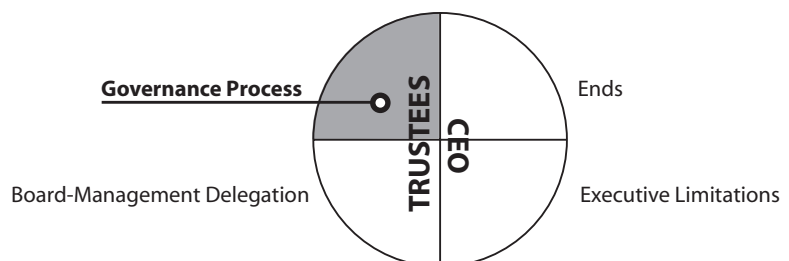
This policy adopted on March 15, 1995

POLICY TYPE: Governance Process

POLICY TITLE: ANNUAL BOARD PLANNING CYCLE

To accomplish its job outputs with a governance style consistent with board policies, the board will follow an annual agenda which will:

1. Evaluate progress toward the achievement of the ENDS - according to Monitoring Schedule.
2. Evaluate the **GOVERNANCE PROCESS** related to Policy Governance -monthly.
3. Complete evaluation of president performance and salary review - May – June.
4. Redefine and prioritize the ENDS to provide guidance for the development of the budget - May.
5. Send annual report to owners - October.



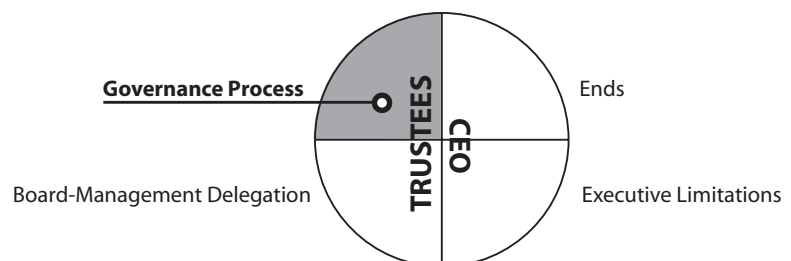
This policy revised on May 10, 2006

POLICY TYPE: Governance Process

POLICY TITLE: BOARD MEMBERS' CODE OF CONDUCT

The board expects of itself and its members ethical and businesslike conduct. This commitment includes proper use of authority and appropriate decorum in group and individual behavior when serving as board members.

1. Board members must represent 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 the organization's services.
2. Board members must avoid any conflict of interest with respect to their fiduciary responsibility.
 - A. There must be no self-dealing or any conduct of private business or personal services between any board member and the organization except as procedurally controlled to assure openness, competitive opportunity and equal access to "inside" information.
 - B. Board members must not use their positions to obtain employment in the organization for themselves, family members, or close associates.
 - C. Should a board member be considered for employment, she/he must temporarily withdraw from board deliberation, voting, and access to applicable board information.
 - D. Should a member gain employment at the college, he/she must resign from the board.
3. Board members may not attempt to exercise individual authority over the president or staff of the organization except as explicitly set forth in board policies.

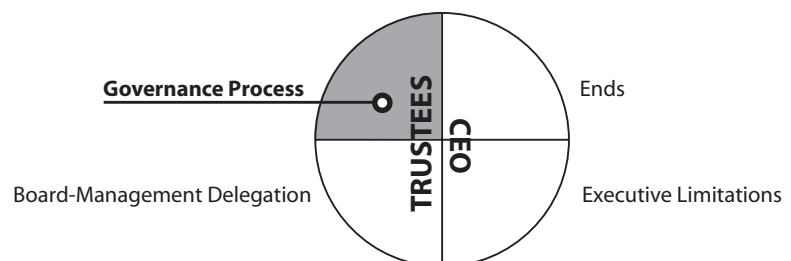


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POLICY TYPE: Governance Process

POLICY TITLE: BOARD MEMBERS' CODE OF CONDUCT (CONTINUED)

4. An individual board member must recognize that his/her communication with the public, press, or other entities represents his/her personal views and not that of the board as a whole.
5. Board members will respect the confidentiality appropriate to issues of a sensitive nature.
6. Board members will make no judgments of the president or staff performance except as that performance is assessed against explicit board policies by the official process.
7. Board members should bring their individual opinions to the board for discussion before decisions are made because a majority vote of the board expresses its collective values.



This policy adopted on March 15, 1995

POLICY TYPE: Governance Process

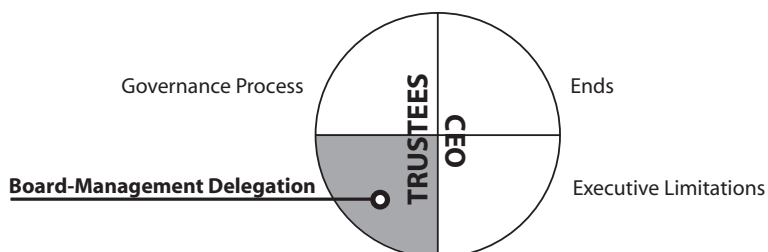
POLICY TITLE: PRESIDENT’S ROLE AND JOB DESCRIPTION

The college president is accountable to the board, acting as a body. The board will instruct the president through written policies delegating implementation to the president.

As the board’s single official link to the operating organization, the president’s performance will be considered to be synonymous with organizational performance as a total.

Consequently, the president’s job description can be stated as performance in only two areas:

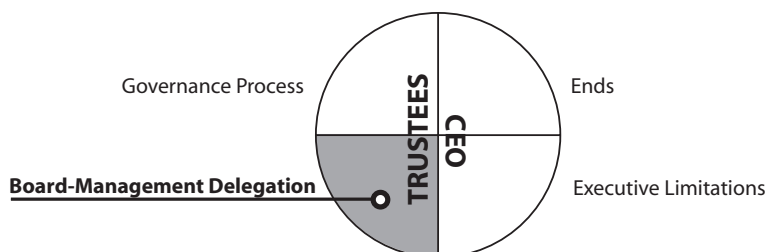
1. Organizational accomplishment of the provisions of board policies on ENDS.
2. Organization operation within the boundaries of prudence and ethics established in board policies on EXECUTIVE LIMITATIONS.



POLICY TITLE: DELEGATION TO THE PRESIDENT

All board authority delegated to staff is delegated through the president, so that all authority and accountability of staff--as far as the board is concerned--is considered to be the authority and accountability of the president.

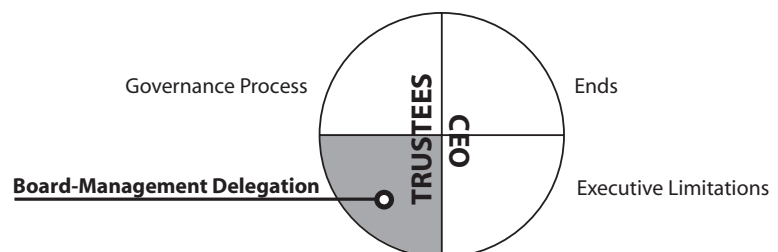
1. The board will direct the president to achieve certain results, for certain recipients, at a certain cost through the establishment of ENDS policies. The board will limit the latitude the president may exercise in practices, methods, conduct, and other “means” to the ENDS through establishment of EXECUTIVE LIMITATIONS policies.
2. As long as the president uses any reasonable interpretation of the board’s ENDS and EXECUTIVE LIMITATIONS policies, the president is authorized to establish administrative policies, make all decisions, take all actions, establish all practices, and develop all activities.
3. The board may change its ENDS and EXECUTIVE LIMITATIONS policies, thereby shifting the boundary between board and president domains. By doing so, the board changes the latitude given to the president. So long as any particular delegation is in place, the board members will respect and support the president’s choices.
4. Only decisions of the board acting as a body are binding upon the president.
 - A. Decisions or instructions of individual board members, officers, or committees are not binding on the president except in rare instances when the board has specifically authorized such exercise of authority.
 - B. In the case of board members or committees requesting information or assistance without board authorization, the president can refuse such requests that require--in the president’s judgment--a significant amount of staff time or funds.



POLICY TITLE: MONITORING EXECUTIVE PERFORMANCE

Monitoring executive performance is synonymous with monitoring organizational performance against board policies on ENDS and on EXECUTIVE LIMITATIONS. Any evaluation of presidential performance, formal or informal, may be derived only from these monitoring data.

1. The purpose of monitoring is simply to determine the degree to which board policies are being fulfilled. Information which does not do this will not be considered to be monitoring. Monitoring will be as automatic as possible, using a minimum of board time so that meetings can be used to create the future rather than to review the past.
2. A given policy may be monitored in one or more of three ways:
 - A. **Internal report** - Disclosure of compliance information to the board from the president;
 - B. **External report** - Discovery of compliance information by a disinterested third party, external auditor, inspector, or judge who is selected by and reports directly to the board. Such reports must assess executive performance only against policies of the board, not those of the external party unless the board has previously indicated that party's opinion to be the standard;
 - C. **Direct board inspection** – Discovery of compliance information by a board member, a committee, or the board as a whole. This is a board inspection of documents, activities, or circumstances directed by the board which allows a “prudent person” test of policy compliance.
3. Any policy can be monitored by any method at any time, as the board chooses. For regular monitoring, however, data on each ENDS and EXECUTIVE LIMITATIONS policy will be gathered as follows:
(see next page)



POLICY TITLE: MONITORING EXECUTIVE PERFORMANCE

A. QUARTERLY MONITORING REPORTS REGARDING:

EXECUTIVE LIMITATIONS

General Executive Constraints (page 7) January, April, July, October
#7

#8
Asset Protection (page 12) January, April, July, October
#5

B. ANNUAL MONITORING REPORTS REGARDING:

EXECUTIVE LIMITATIONS

Information and Advice (page 11) January

#2

#3

#5

Financial Condition (page10) July

All limitations

Treatment of people (page8)

#1, #6 August

#2, #3, #4, #5 May

General Executive Constraints (page7)

#2 March

#10 February

#12 December

Budgeting/Financial Planning/Forecasting (page9)

#1, #2, #4, #5 July

#3 February

Compensation/Benefits (page13)

All Limitations June

Asset Protection (page 12)

#1, #2, #3, #4, #6, #7 January

ENDS

Essential Skills (page2) July

Work Preparedness (page3) October

Academic Advancement (page4) March

Personal Enrichment (page5) February

Workforce Development (page6) September

Mission (page1) July

C. NO SCHEDULE

EXECUTIVE LIMITATIONS

Information and Advice (page 11)

#1

#4

#6

