

# POLICY GOVERNANCE

The Board of Trustees of Garden City Community College  
acknowledges the counsel of John Carver  
and the use of materials 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 TITLE: MISSION**

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

*Reviewed annually.*

*This policy adopted on June 14, 1995*

**POLICY TITLE: ESSENTIAL SKILLS**

Students will possess essential skills.

1. Students will illustrate written communication skills.
2. Students will demonstrate oral communication skills
3. Students exhibit critical thinking skills.
4. Students will develop an awareness of diversity.
5. Students will develop an awareness of social responsibility.

*Reviewed annually.*

*This policy revised on February 11, 2020*

**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.

*Reviewed annually.*

*This policy adopted on January 19, 2013*

**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.

*Reviewed annually.*

*This policy revised on April 14, 2015*

**POLICY TITLE: PERSONAL ENRICHMENT**

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

*Reviewed annually.*

*This policy revised on June 27, 2017*

**POLICY TITLE: WORKFORCE DEVELOPMENT**

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

*Reviewed annually.*

*This policy adopted on May 10, 2006*



**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. An open climate in the decision-making process shall not be discouraged.
2. Actual financial conditions at any time shall not incur fiscal jeopardy or compromise board ENDS priorities.
3. Information and advice to the board will have no significant gaps in timeliness, completeness, or accuracy.
4. Compensation and benefits for staff shall not deviate significantly from market.
5. No fewer than two administrators will be informed of president and board matters and processes.
6. There shall be no conflict of interest in awarding purchases or other contracts.
7. The president shall not allow for purchases between \$10,000 and \$50,000 without first giving consideration to local (Finney County) businesses, with a maximum ten percent premium. (approved 10/11/2016)
8. The president shall not initiate new programs or retain existing programs without consideration of cost-effectiveness and overall value.
9. The president shall not fail to provide redundancy and cross training which transitions leadership of the college in the event of a planned or unplanned departure.
10. The president shall not fail to insure a safe and healthy environment on campus.

*Reviewed annually, #7 bi-annually.*

*This policy revised on June 27, 2017*

**POLICY TITLE: TREATMENT OF PEOPLE**

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

Accordingly, the president shall not:

1. Operate without policies and procedures which clarify faculty, student and staff rules, provide for effective handling of grievances and complaints, and protect against wrongful conditions;
2. Discriminate against anyone for expressing their opinion.
3. Withhold a complaint, grievance, or appeal procedure from faculty, staff or students.
4. Fail to acquaint students and staff with their rights and responsibilities.

*Reviewed annually.*

*This policy revised on June 27, 2017*

**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. Does not provide a priority motivated menu of Capital Outlay Funds to be requested for expenditure;
2. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.

*Reviewed annually.*

*This policy revised on August 12, 2014*

**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 cash reserve of at least 20 percent.
  - b. Fail to maintain the capital improvement fund at \$250,000.
2. Use cash reserves.
3. Fail to develop additional public and/or private revenue sources.

*Reviewed annually.*

*This policy revised on October 17, 2018*

**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. 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;
5. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the board.

*Reviewed annually.*

*This policy revised on January 19, 2013*

**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. Fail to provide proper oversight of physical plant.
4. Unnecessarily expose the organization, its board or staff to claims of liability;
5. Make any purchase: (a) of over \$20,000 without competitive bids and due consideration regarding cost, quality, and service; and (b) of over \$50,000.
6. Receive, process, or disburse funds under controls which are insufficient to meet the auditor's standards;
7. Acquire, or dispose of assets valued over \$50,000.

*Reviewed annually.*

*This policy revised on October 11, 2016*

**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.
4. Create an employment contract, as defined herein, without legal counsel review and board approval. Employment contract shall mean a contract with a term of (1) year or more, with an annual renewal term, or with a continuing contract right under Kansas law.

*Reviewed annually.*

*This policy revised on November 13, 2018*

**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.

*Reviewed annually.*

*This policy adopted on March 15, 1995*



## **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 President 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.

*Reviewed annually.*

*This policy revised on June 27, 2017*

**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.

*(continued on next page)*

**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 January).
  - 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. The Board shall monitor the outcomes and professional conduct of organizations associated with GCCC - i.e. the GCCC Endowment Association (EA) and the Broncbuster Athletic Association (BAA).

*Reviewed Bi-annually.*

*This policy revised on November 12, 2019*

## **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.

*Reviewed annually.*

*This policy revised on January 19, 2013*

## **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.

*Reviewed annually.*

*This policy adopted on March 15, 1995*

**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.

*Reviewed annually.*

*This policy revised on May 10, 2006*

## **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.
  - E. Members' interaction with the public, the press, or other entities must recognize the same limitation and the inability of any board member to speak for the board except to repeat explicitly stated board decisions.
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.

*(continued on next page)*

**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.

*Reviewed annually.*

*This policy adopted on April 14, 2016*



**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.

*Reviewed annually.*

*This policy revised on August 21, 1996*

## **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.

*Reviewed annually.*

*This policy revised on January 19, 2013*

## **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)

*Reviewed annually.*

*This policy revised on August 20, 1997*

**BI-ANNUAL MONITORING REPORTS REGARDING:**

**EXECUTIVE LIMITATIONS**

General Executive Constraints (page 9) January, July  
#7(deleted #6)

**BOARD JOB DESCRIPTIONS**

Board Job Descriptions (page 18) March, September  
#6

**ANNUAL MONITORING REPORTS REGARDING:**

**EXECUTIVE LIMITATIONS**

General Executive Constraints (page 9) July  
#8  
General Executive Constraints (page9)  
#2 March  
#10 March, October  
Treatment of people (page10) May  
#1, #2, #3, #4  
Budgeting/Financial Planning/Forecasting (page11) July  
#1, #2,  
Financial Condition (page12) July  
All  
Information and Advice (page 13) January  
#2, #3, #5  
Asset Protection (page 14) June  
#5  
Asset Protection (page 14) January  
#1, #2, #3, #4, #6, #7  
Compensation/Benefits (page15) June  
All Limitations

**ENDS**

Mission (page3) July  
Essential Skills(page 4) February  
Work Preparedness (page5) October  
Advancement (page6) June  
Personal Enrichment (page7) February  
Development (page8) September

*Reviewed Annually  
Revised on October 8, 2019*