**BOARD POLICIES MANUAL (BPM)**

Great Lakes Christian College Board of Trustees

Adopted: January 30, 2026

## PREAMBLE

Great Lakes Christian College, an institution of higher education affiliated with Christian Churches/Churches of Christ and associated historically with the restoration movement, seeks to glorify God by preparing students to be servant-leaders in the church and world. Our Board of Trustees is united by a common Christian faith, as articulated in our Doctrinal Statement, which are contained in the bylaws, which affirms the Bible as the infallible Word of God and Jesus Christ as the sole head of the church. We operate from a Christian perspective, integrating faith into all decisions and accountable to God as stewards of His mission. This BPM reflects our commitment to governance that upholds biblical principles, legal compliance, and the principles of servant-leadership.

## PART 1: INTRODUCTION AND ADMINISTRATION

This Board Policies Manual (BPM) contains all current standing policies adopted by the Board of Great Lakes Christian College since the initial approval on January 30, 2026. The BPM incorporates by reference certain stand-alone documents, such as the Doctrinal Statement (contained in the bylaws), Purpose Statement, and Conflict of Interest Statement, which are cited in relevant sections and carry the same degree of Board ownership as the numbered sections.

1.1 Reasons for Adoption

The Board adopts this BPM to achieve efficiency by consolidating all ongoing policies in one place, to enable quick orientation of new trustees and key staff to current policies, to eliminate redundant or conflicting policies over time, to facilitate easy review of policies when considering new issues, to provide clear, proactive guidance for the President and staff, to reduce risks of losing organizational integrity from unexpected events, and to model an approach to governance that sister organizations might use.

1.2 Consistency and Context of Policies

Each policy in this BPM is expected to be consistent with applicable laws, the Articles of Incorporation and Bylaws, which take precedence over these policies. Except for time-limited or procedural decisions, such as approving minutes or budgets, which are recorded in Board minutes, all standing policies are included or referenced in this document. The President is responsible for developing organizational and administrative policies that are consistent with this BPM.

1.3 Transition

Upon adoption, this BPM supersedes any past policies found in old minutes or compilations, unless a prior Board resolution or contract obligates GLCC to a specific matter. Unapproved paragraphs are marked with a # and reviewed later. Conflicts between the BPM and other policies are resolved by the Chair or full Board as appropriate.

1.4 Changes

These policies are reviewed regularly and revised to reflect new wisdom. The Board of Governance distributes proposed changes two weeks in advance using software to show edits clearly. Changes require approval by a simple majority of the Board. Any trustee or the President may propose changes, reviewed by the Trustee Board Governance Committee before Board action. Adopted changes result in a new, dated document, distributed digitally, with prior versions retained and Addendum A updated.

1.5 Specificity

Policies are drafted to fit the appropriate part and section, from the broadest statement to detailed actions, with management afforded discretion below Board-level decisions.

1.6 Oversight Responsibility

The Board assigns oversight and implementation authority as follows:

- Part 1 is overseen by the Trustee Board Governance Committee with the President implementing.
- Part 2 is overseen by the full Board with the President implementing.
- Part 3 is overseen by the Trustee Board Governance Committee with the Chair implementing.
- Part 4 is overseen by the Executive Committee with the Chair and President implementing.
- Part 5 is overseen by the Finance Committee with the President implementing.
- Part 6 is overseen by the Academic Committee with the President implementing.
- Part 7 is overseen by the Advancement Committee with the President implementing.
- Part 8 is overseen by the Finance Committee with the President implementing; and
- Part 9 is overseen by any committee with the President implementing.

1.7 Maintenance of Policies

The Secretary ensures staff record and publish policies correctly. The President or designee maintains the policies file, providing updated digital copies via a secure portal after changes or upon request. Referenced documents are provided digitally or hosted on the portal. A log of all revisions to the BPM shall be kept in Addendum A.

1.8 Context of Different Policies

This BPM fits into a hierarchy where authority flows down and accountability flows up: (1) God's Word; (2) Laws and Applicable Regulations; (3) Non-governmental Requirements, including accreditation and ECFA; (4) Articles of Incorporation; (5) Bylaws; (6) BPM; (7) President-approved Organizational Policies; (8) Manager Policies. The Board ensures levels 1–3 are monitored, oversees levels 4–6, and holds the President accountable for levels 7–8.

## PART 2: ORGANIZATION ESSENTIALS

2.1 Vision

GLCC seeks to glorify God through education that equips servant-leaders for His church and world, grounded in the scripture.

2.2 Mission

Great Lakes Christian College, an institution of higher education affiliated with Christian Churches/Churches of Christ, seeks to glorify God by preparing students to be servant-leaders in the church and world.

2.3 Values

GLCC upholds biblical authority as the infallible guide for faith and practice, servant-leadership modeled after Christ's example, Christian character reflecting integrity and devotion, and the restoration/unity movement principles of Christian Churches/Churches of Christ.

2.4 Stakeholders

GLCC's stakeholders include Christian Churches/Churches of Christ, donors, alumni, and members contributing $100 or more annually.

2.5 Primary Beneficiaries

The primary beneficiaries are students training for preaching, ministry, marketplace ministry, and leadership roles.

2.6 Major Functions

GLCC's functions include education, delivering accredited degree programs in ministry and related fields; spiritual formation, fostering Christian spirituality through chapel, small groups, and student life; and community engagement, supporting churches and raising funds for mission fulfillment.

2.7 Strategies

GLCC maintains accreditation with the Higher Learning Commission and ECFA compliance, integrates Christian worldview into all curricula, and strengthens church partnerships and alumni networks.

2.8 S.M.A.R.T. Goals

Specific, Measurable, Achievable, Relevant, and Time bound (S.M.A.R.T) goals shall be set by the board as part of the strategic planning process annually.

2.9 Strategic Plans

The President works with the Board to develop and approve an updated strategic plan by July 1 annually, linked to this BPM. (Exhibit 1).

## PART 3: BOARD STRUCTURE AND PROCESSES

3.1 Governing Style

The Board approaches its task with a style that emphasizes outward vision, diversity in viewpoints, strategic leadership over administrative detail, clear distinction of Board and President roles, and proactive, biblically grounded servant-leadership. The Board enforces discipline for excellence in attendance, role clarity, confidentiality, unified communication, and adherence to the BPM and Doctrinal Statement. It is accountable to Christian Churches/Churches of Christ, donors, and the public for competent governance, monitors and evaluates its performance, and initiates mission-aligned policies.

3.2 Board Job Description

The Board leads GLCC toward mission fulfillment, determining the mission, values, strategies, and goals while holding the President accountable for strategic plans; setting parameters for goal achievement; monitoring performance; maintaining BPM policies; selecting, compensating, evaluating, and, if necessary, terminating the President; ensuring financial solvency and ECFA compliance; requiring periodic audits; and evaluating Board performance.

3.3 Board Member Criteria

The Trustee Board Governance Committee nominates members based on a Board-approved profile (Addendum B), requiring belief in the Bible as the Word of God, support for GLCC's Doctrinal Statement, active membership in a Christian Church/Church of Christ or an alumnus (with two at-large exceptions), and commitment to servant-leadership. The President serves ex-officio with voting rights (Bylaws).

3.4 Orientation

Prior to election, nominees receive the BPM, bylaws, and briefings on Board roles, programs, and finances. Post-election, new trustees receive comprehensive training on GLCC's mission, servant-leadership, and governance, coordinated by the Trustee Board Governance Committee.

3.5 Chair’s Role

The Chair maintains the integrity of the Board’s process, manages meetings, speaks publicly for the Board, ensures policy compliance, and advises the President without supervisory authority.

3.6 Board Meetings

Board meetings are scheduled two years in advance, held the fourth Friday of September, January, and April (unless otherwise scheduled), with agendas and materials distributed via a secure portal two weeks prior, limiting oral reports to prioritize strategic deliberation. Minutes and updated BPM are distributed within 14 days. January meetings evaluate the President. April meetings review and approve budgets for the coming fiscal year. The Trustee Board Governance Committee conducts Board evaluation surveys annually.

3.7 Standing Committees

Trustee Committees assist the Board at the policy level, appointed annually. The Trustee Board Governance Committee recommends governance policies and nominations; Finance Committee oversees budgets and financial policies; Advancement Committee guides fundraising and public relations; Academic Committee ensures program alignment; Student Life Committee oversees student programs; and Executive Committee acts on urgent matters, excluding major decisions. The Vice-Chair of the Board will Chair the Board Governance Committee. The Secretary of the Board will oversee these policies as outlined in sections 1.4 and 1.7.

3.8 Ad-Hoc Committees

The Board supports Ad-Hoc Committees, appointed by the Chair or President, with purpose and membership reported to the Board.

3.9 Board Members’ Code of Conduct

The Board expects ethical, Christ-centered conduct with unconflicted loyalty to GLCC’s mission, avoiding conflicts of interest, self-dealing, or private business, and assessing the President only against BPM policies and goals. Trustees complete an annual Affirmation and Conflict of Interest Statement (Addendum C).

3.10 Board Finances

Trustees, except the President, serve as unpaid volunteers and are encouraged to donate annually. Our standing goal is that every trustee of our board is a financial supporter of the college. Expenses for Board activities are reimbursable with Finance Committee approval.

**PART 4: BOARD-PRESIDENT/STAFF RELATIONSHIP**

4.1 Delegation to the President

The Board establishes high-level policies, delegating implementation and subsidiary policy development to the President with biblical stewardship. All staff authority flows through the President, who is solely accountable to the Board. Part 2 directs mission results, Part 3 sets ethical boundaries, and the President establishes consistent policies. The Board respects the President's choices within delegations but may request information. No trustee or committee has authority over staff.

4.2 President Job Description

The President's performance is synonymous with GLCC's achievement of Part 2.8 goals and ethical operations within Part 5 parameters, reflecting servant-leadership.

4.3 President Communications and Counsel to the Board

The President keeps the Board informed via a secure portal, reporting actions that could discredit GLCC to the Chair, sharing trends and material changes, relating to the Board as a whole, and reporting noncompliance with suggested BPM changes.

4.4 Monitoring President Performance

Monitoring assesses mission and policy compliance through direct Board inspection, external audits, and President reports: monthly informal updates, monthly dashboards with financial and program indicators, semi-annual budget and balance sheet reports, and annual year-end financials and staff charts.

4.5 Annual President Performance Review

The Executive Committee evaluates the President annually on mission and personal goals, using an evaluation survey conducted by the Board Governance Committee and trustee input. The Executive Committee recommends compensation.

4.6 Staff Treatment

The President fosters a Christ-centered workplace, maintaining an employee manual (Exhibit 2), and conducting biennial staff surveys to measure culture and trust.

4.7 President Transitions

The Chair may appoint a succession task force, with the President providing six-month notice if possible. A search committee recommends candidates, and a task force negotiates the new President's terms.

4.8 Budget

The annual budget is adjustable within Part 5. Anything exceeding a 5% change requires Board notification. (Exhibit 3). Any change that produces a negative budget for the year is not permitted without Executive Committee approval and Board Notification.

4.9 Other President Expectations
The President develops succession planning (Exhibit 4), shares governance documents, and notifies the Board of new documents via a secure portal.

**PART 5: FINANCE PARAMETERS**

5.1 Finance General
The President ensures financial integrity through biblical stewardship and ECFA standards, exercising proper fund handling, protecting assets, and preparing an annual budget for the next fiscal year by the April Board meeting for approval.

5.2 Financial Controls
The President employs Generally Accepted Accounting Principles (GAAP) and ECFA standards, ensuring controls meet auditor standards, prohibiting unbudgeted expenditures over $15,000 per transaction without first communicating with the Chairman of the Board and the Chairman of the Finance Committee.

5.3 Asset Protection
The President ensures assets are protected, insuring against losses to 80% replacement value, requiring bonded personnel for funds, maintaining equipment, avoiding liability exposure, securing competitive bids for purchases over $25,000 except when trade currency is used, and requiring Board approval for real property actions.

5.4 Investment Principles
The President invests operating capital, with the advice and consent of the Finance Committee, in secure, interest-bearing instruments, avoiding uninsured or low-rated bonds.

5.5 IT Financial Systems
The President maintains secure financial software with backups, conducts annual cybersecurity audits, and restricts access to financial personnel with two-factor authentication.

5.6 Travel and Expense Reimbursement

The President shall maintain a travel and expense policy compliant with IRS and ECFA standards. The President's travel budget shall be set in the annual budget of GLCC. Once the President's travel budget is set for the year, any increase to that budget of more than 10% would need to be approved in advance by either the Chairman of the Board or the Chairman of the Finance Committee. The Financial VP shall be informed of any increases. Individual reimbursements for travel, lodging, and meals are subject to the following guidelines:

- Individual expenses for lodging and meals shall generally be limited to the prevailing IRS per diem rates for the specific travel location and date.
- Any single trip with total projected or actual expenses exceeding $5,000 requires prior approval from the Finance Committee.
- All reimbursement requests must be submitted through the digital system within 30 days of the completion of travel, accompanied by appropriate documentation as required by the IRS.
- Reimbursement for hosting donors for a meal or sponsoring an event would be considered separately as an Advancement expense.

5.7 Quasi Endowment Investment Policy and Distribution of Funds

The Board of Trustees retains final authority over all quasi-endowment funds. The Quasi Endowment Investment Policy establishes guidelines for the designation, investment, oversight, and distribution of quasi-endowment funds of GLCC. The Finance Committee provides oversight and review of investment performance, compliance, and spending recommendations. The Vice President of Finance and Operations (VPFO) manages implementation, reporting, and coordination with external investment managers.

## PART 6: ACADEMIC PROGRAM PARAMETERS

6.1 General

The President authorizes the faculty to establish programs prioritizing the formation of servant-leaders for the church and world in keeping with GLCC's mission.

6.2 New Academic Programs

New academic programs (e.g., certificates, minors, degrees) must serve enough students to become financially viable within three years and, align with the Doctrinal Statement. New degree programs must receive Board approval.

6.3 Academic Program Evaluation

Every six years, degree programs will be assessed for financial viability with reports to the Academic Affairs Committee.

6.4 Partnerships
Collaborative programs must uphold GLCC's mission and be reported to  the Academic Affairs Committee.

**PART 7: ADVANCEMENT PARAMETERS**

7.1 Fundraising Strategy
The President, with the Advancement Committee, develops a fundraising plan including direct mail, major donors, planned giving, and web-based giving, submitted by April 1 with goals.

7.2 Donor Bill of Rights
The President ensures a Donor Bill of Rights, prohibiting external sharing of donor names, honoring enforceable restrictions, confirming receipts, and attempting to honor non-binding requests. (Exhibit 5).

7.3 Training
The President provides annual fundraising training for trustees, budgeting accordingly.

7.4 Public Affairs
The President ensures communications portray GLCC as a charitable, Christ-centered organization, reinforcing this image with stakeholders.

7.5 Communications Plan
The President maintains a communications plan, identifying stakeholder segments and two-way communication methods.

7.6 Communications Restrictions
Only the President or Chair speak for GLCC, avoiding political endorsements or sensitive disclosures.

**PART 8: AUDIT AND COMPLIANCE**

8.1 Annual External Audit
The Finance Committee hires and supervises an independent auditor to achieve a clean opinion on financial statements, with the President responding to the auditor's management letter.

8.2 Internal Compliance
The President meets IRS, Title IV, Title IX, and Drug-Free Schools requirements, maintaining an annual compliance checklist for the Finance Committee and contracting legal counsel every two years for reviews, with reports to the Board.

8.3 Title IX Compliance
The President upholds sexual misconduct policies per federal regulations. Any individual who commits or has committed any conduct that would adversely impact the health and safety of any student, as determined on a case-by-case basis, and including but not limited to criminal sexual conduct of any degree, or any other violent crime, is ineligible for employment at GLCC.

8.4 Drug-Free Campus
The President enforces a zero-tolerance policy for controlled substances, with sanctions up to dismissal as stated in the Student Handbook and Employees Handbook.

8.5 IT Compliance Systems
The President maintains secure compliance data systems, conducts annual IT audits, and restricts access with two-factor authentication.

**PART 9: MISCELLANEOUS**

9.1 Non-Discrimination
"Because of the historic commitment to Biblical principle ("There is neither Jew nor Greek, slave nor free, male nor female..." Galatians 3:28), Great Lakes Christian College has been, and remains, nondiscriminatory in all policies and programs. Great Lakes Christian College admits students of any race, color, and national or ethnic origin to all rights, privileges, programs, and activities generally made available to students at the college. It does not discriminate on the basis of biological gender, race, physical handicap, national or ethnic origin in administration of educational programs, admissions policies, scholarship and loan programs, employment practices athletics, or other activities. The college actively seeks to fulfill federal, state, and local laws and regulations in all its practices and facilities. The facilities are designed to provide access for the physically handicapped.

9.2 IT Governance
The President oversees IT systems, ensuring data privacy (FERPA, GDPR), annual cyber risk assessments, and a tested disaster recovery plan. The President uses secure donor management software, ensures PCI DSS-compliant online giving platforms, and conducts annual cybersecurity reviews.

9.3 Emergency Preparedness
The President maintains a Clery Act-compliant emergency response plan, with annual training and coordination with authorities.

**ADDENDUMS**

Addendum A: Board Policy Manual Revision Log

- Version 1.2: Adopted on January 30, 2026 (Includes Section 5.7 which was also adopted on January 30, 2026)

Addendum B: Board Criteria for Members of the Board
Criteria include a faith commitment to Jesus Christ, Church of Christ/Christian Church (Restoration Movement) affiliation, being an alumnus of GLCC and active participation in either a restoration movement, an evangelical church, or being affiliated to an evangelical Christian church (for the two Restoration Movement exceptions permitted in the bylaws), and evidence of servant-leadership.

Addendum C: Conflict of Interest/Annual Affirmation
Trustees disclose conflicts and sign annually.

**EXHIBITS**

Exhibit 1: Strategic Plan (Part 2.9).
Exhibit 2: Employee Manual (Part 4.6).
Exhibit 3: Annual Budget (Part 5.1.4).
Exhibit 4: Succession Strategy (Part 4.9.1).
Exhibit 5: Donor Bill of Rights (Part 7.2).