

GOVERNANCE PRINCIPLES & MEMBER ORIENTATION CHARTER

Mission, Membership, Stewardship and Institutional Continuity

INSTITUTIONAL GUIDANCE INSTRUMENT

APPROVED AND ADOPTED — APRIL 2025

Subordinate to the FGSCAA Constitution and Bylaws

This Charter explains the institutional culture, membership responsibilities and governance principles that FGSCAA seeks to preserve across leadership generations.

1. Purpose of this Charter

The FGSCAA Governance Principles & Member Orientation Charter sets out the institutional principles that should guide the conduct of members, elected officers, Trustees, committees, groups and other persons acting on behalf of the Festac Grammar School Class of 1998 Alumni Association.

This Charter explains why FGSCAA exists, what membership represents, how leadership should be exercised, how Association resources should be stewarded, how welfare and fellowship fit within the Association's mission, how members are expected to participate, and how institutional records and systems should be preserved.

This Charter is not a substitute for the Constitution and Bylaws. Where any provision conflicts with the Constitution, a formally adopted resolution or an applicable legal requirement, the superior governing instrument prevails.

2. Our Institutional Identity

FGSCAA is an organised association of former students of Festac Grammar School Class of 1998. Its members share a common educational heritage, an enduring relationship with the alma mater, responsibility toward present and future students, fellowship with one another, concern for member welfare and a commitment to service and institutional legacy.

FGSCAA is more than a social gathering, project committee, welfare organisation, networking group or reunion platform. It combines these legitimate activities within a wider institutional purpose.

Our identity is: Alumni united by shared history, service to the alma mater, responsibility to one another and commitment to building an institution capable of outliving individual members and administrations.

3. The Primacy of the Alma Mater and Students

Festac Grammar School and its students remain central beneficiaries of FGSCAA's institutional mission. This principle should influence scholarships, educational support, infrastructure, school projects, student development, mentorship, health and wellbeing programmes, educational materials and appropriate institutional partnerships.

This does not mean every Association activity must directly involve the school. It means FGSCAA should never lose sight of the educational institution that brought its members together and the responsibility to leave a stronger legacy for those who follow.

4. Member Welfare is a Legitimate FGSCAA Purpose

FGSCAA expressly recognises member welfare as a legitimate and important part of Association life. Members experience bereavement, childbirth, illness, hardship, career challenges, family events and other significant circumstances. A healthy alumni community should be capable of organised compassion and solidarity.

Welfare support should be constitutionally or policy-authorised, fairly administered, transparently funded, properly recorded and free from favouritism.

FGSCAA adopts a balanced institutional model: service to the alma mater, support for students, member welfare, fellowship and institutional continuity are complementary responsibilities when properly governed.

5. Fellowship, Reunion and Social Connection

Friendship, fellowship and reunion are legitimate components of Association life. Homecoming, reunions, dinners, sporting activities, group events, anniversaries, retreats, family programmes and member celebrations may strengthen participation and reinforce the relationships that sustain FGSCAA.

Social activity should not become the sole or dominant identity of the Association. FGSCAA should maintain an appropriate balance between fellowship, welfare, institutional development and service.

6. What Membership Means

Membership of FGSCAA carries both privileges and responsibilities. It represents participation in a collective institution, not merely access to benefits.

Members are expected to uphold the Constitution and Bylaws, observe the Members' Code of Conduct, meet approved obligations, participate in meetings, contribute to programmes and projects, respect institutional processes, protect the Association's good name and contribute according to ability to the advancement of FGSCAA and its alma mater.

7. Membership in Good Standing

Good standing should reflect more than the payment of dues alone. Subject to the Constitution and approved policies, it may take account of financial obligations, meeting participation, compliance with Association rules, completion of required member records, conduct and other formally adopted requirements.

Good-standing rules should be clearly communicated, consistently applied, properly documented, capable of verification and subject to due process.

8. Member Orientation

FGSCAA should maintain structured orientation for newly admitted or reactivated members, incoming Executive Committee members, committee chairpersons, Group Coordinators, administrators and persons assuming significant institutional responsibilities.

Orientation should cover FGSCAA history and mission; governance structure; membership obligations and welfare; Groups A–F; General Meetings; official documents and digital systems; financial reporting; and the culture of service, participation, mutual respect, accountability and institutional responsibility.

9. Governance by the Constitution

FGSCAA shall be governed through its Constitution, adopted policies, resolutions and formally established institutions. No person, regardless of founding role, seniority, popularity or previous office, stands above the institutional rules of the Association.

Governance should be rules-based, transparent, documented, accountable and capable of orderly succession. Institutions become sustainable when systems, rather than personalities, carry authority from one administration to another.

10. The Role of the Executive Committee

The elected Executive Committee is responsible for the day-to-day operational administration of FGSCAA within the powers granted by the Constitution.

Executive officers should implement General Meeting decisions, administer approved programmes, maintain records, manage finances responsibly, coordinate committees, communicate with members, prepare reports, protect Association assets and hand over properly at the end of tenure.

Association records, passwords, accounts, platforms, documents, databases, correspondence and intellectual assets belong to FGSCAA, not to individual officeholders.

11. The Role of the Board of Trustees

The Board of Trustees serves an important governance, continuity and custodial role. FGSCAA's history includes periods when Trustees assumed wider operational responsibilities during institutional transitions, but such periods should not be treated as the preferred permanent operating model.

Under a mature governance structure, Trustees should focus primarily on institutional continuity, constitutional oversight, legal or regulatory responsibilities, preservation of institutional purpose, authorised governance intervention and protection of the Association's long-term interests.

12. Committees and Distributed Responsibility

Committees are essential instruments for distributing responsibility across finance, welfare, projects, social activities, membership, careers and business development, education, fundraising, events, governance and other approved purposes.

Committees operate under defined mandates and remain accountable to the governance body under which they serve.

13. Groups A-F

FGSCAA's Groups A-F are participation and fellowship structures. They are not separate governance bodies, membership classes, competing associations or independent financial entities.

Their purposes include fellowship, member engagement, General Meeting hosting, social interaction, shared participation and communication. Funds connected with official Association responsibilities should be properly accounted for.

14. Financial Stewardship

FGSCAA resources must be managed with discipline, transparency and institutional purpose. This requires approved expenditure authority, accurate records, proper banking arrangements, periodic reconciliation, transparent financial reporting, separation of personal and Association funds, documented project expenditure and appropriate controls.

Financial-year reports should be made available to members in accordance with FGSCAA policy and established practice.

15. Legitimate Sources of FGSCAA Income

FGSCAA does not adopt the view that membership dues and grants are the only legitimate sources of alumni-association income.

Subject to the Constitution, applicable law and proper approvals, FGSCAA may receive or generate resources through membership dues, authorised levies, voluntary donations, grants, sponsorships, fundraising campaigns and events, institutional partnerships, gifts, philanthropic contributions, lawful investment income, income from properly authorised Association assets and other legally permissible sources consistent with the Association's objectives.

The controlling principle is: every source of income must be lawful, properly authorised, transparently accounted for and consistent with the Association's objectives.

16. No Private Profit Distribution

FGSCAA resources belong to the Association and must be applied toward approved Association purposes. No member, Trustee or officer acquires ownership of Association funds because they paid dues, contributed to fundraising, served in leadership or participated in a programme.

FGSCAA distinguishes legitimate approved welfare support from private profit distribution. Welfare is a constitutional or policy-based support mechanism; it is not a mechanism for sharing Association surpluses among members.

17. Fundraising, Sponsorship and Partnerships

FGSCAA should actively pursue appropriate external support capable of expanding its impact, including relationships with companies, foundations, development organisations, government institutions, educational bodies, philanthropists, professional organisations and other legitimate supporters.

Fundraising and sponsorship should protect FGSCAA's independence, avoid conflicts of interest, preserve its reputation, comply with applicable requirements and remain aligned with approved objectives.

18. Investment and Long-Term Financial Sustainability

FGSCAA may consider prudent investment or income-generating arrangements where properly authorised. Such initiatives should be subject to legal and regulatory review where appropriate, risk assessment, formal approval, clear ownership, conflict-of-interest controls, proper financial records and protection against unauthorised private benefit.

Investment should serve long-term institutional sustainability, not informal commercial activity controlled outside Association oversight.

19. Financial Transparency and Accountability

FGSCAA should distinguish between member-facing accountability, public accountability and restricted financial records.

Members should receive appropriate visibility into approved financial-year reports and material financial decisions. Public disclosures may demonstrate stewardship without exposing confidential member

information. Bank statements, reconciliations, vouchers, payment evidence, private welfare records and personal data may require restricted access.

Transparency means providing the right level of information to the right audience through proper institutional controls.

20. Leadership Accountability

All leaders remain accountable to FGSCAA. Leadership should be assessed by adherence to the Constitution, performance of assigned responsibilities, stewardship of resources, meeting participation, quality of reporting, respect for institutional processes, preservation of records and implementation of approved decisions.

The Constitution remains the primary mechanism for addressing vacancies, non-performance, succession, disciplinary issues, elections and emergency leadership circumstances.

21. Conflicts of Interest

Officers, Trustees, committee members and other persons exercising institutional authority should disclose circumstances in which personal, family or business interests may conflict with FGSCAA responsibilities and should recuse themselves where appropriate.

Association opportunities should not be diverted for undisclosed personal advantage.

22. Institutional Relationship with Festac Grammar School

FGSCAA should maintain constructive engagement with the leadership of Festac Grammar School. This may include identifying priority needs, verifying proposed projects, coordinating interventions, receiving institutional feedback, supporting students and engaging relevant education authorities where necessary.

23. Institutional Memory

FGSCAA must preserve its history through meeting minutes, financial reports, constitutions, resolutions, project records, photographs, publications, correspondence, leadership registers, handover documents, annual reports, event records and digital archives.

Important Association decisions should not exist only in personal devices, private email accounts, WhatsApp histories or individual memory. Records should increasingly reside within systems controlled by the Association.

24. Digital Governance

FGSCAA's website, Member Portal, databases, document storage, official email, administrative accounts, social-media platforms, access credentials and audit records are institutional assets.

Access should be role-based, administrative permissions transferred when officeholders change, and sensitive member information protected. Digital continuity is part of governance continuity.

25. Handover as an Institutional Duty

Every administration should leave FGSCAA stronger and more organised than it inherited it. A proper handover should include the financial position, bank mandates, documents, reports, ongoing projects, contracts, committee records, membership records, digital access, regulatory documents, correspondence, outstanding obligations, risks and recommendations.

Outgoing leadership should never withhold Association property, and incoming leadership should never be forced to rebuild institutional memory from scratch.

26. Service Before Personality

FGSCAA should resist personality-driven governance. No Founder, Trustee, President, Secretary, committee chairperson or influential member is the Association.

Officeholders are temporary; the institution is continuous. Members should respect persons while placing greater loyalty in the Constitution, institutional records, established procedures and collective decisions.

27. Disagreement, Dissent and Respect

Institutional disagreement is normal. Members may disagree with leadership, policy, expenditure, constitutional interpretation, projects, elections or other decisions, but such disagreements should be addressed through established procedures.

Personal attacks, harassment, intimidation, humiliation or conduct designed to destroy institutional trust should not be treated as legitimate governance participation.

28. The Culture FGSCAA Seeks to Preserve

Service	We contribute to something larger than ourselves.
Stewardship	Resources entrusted to us must be responsibly managed.
Fellowship	Our common history should continue to unite us.
Welfare	Members should not be indifferent to one another.
Accountability	Authority must remain answerable to institutional rules.
Transparency	Members deserve appropriate information about the institution they sustain.
Respect	Leadership and membership must operate with dignity.

Continuity	Every administration must preserve the institution for the next.
Institutional Memory	Records must survive personalities and platforms.
Legacy	Our work should benefit those who come after us.

29. Member Orientation Declaration

I belong to FGSCAA because I share a common educational heritage with the Class of 1998.

My membership carries both privileges and responsibilities.

I recognise the advancement of Festac Grammar School and its students as central to our institutional mission.

I recognise member welfare, fellowship and mutual support as legitimate elements of our Association when properly governed.

I will respect the Constitution, institutional processes and lawful decisions of the Association.

I will contribute according to my obligations and ability.

I will protect FGSCAA's reputation, records and institutional assets.

I recognise that leadership positions are positions of stewardship rather than ownership.

I accept that FGSCAA must be capable of continuing beyond any individual member or administration.

30. Governance Principle in One Statement

FGSCAA exists to preserve the shared legacy of the Class of 1998, advance the alma mater and its students, support the welfare and fellowship of its members, steward its resources responsibly and build an institution capable of enduring across generations of leadership.

31. Status and Review

This Charter is adopted as an institutional guidance instrument subordinate to the Constitution and Bylaws and consistent with formally adopted policies and resolutions.

It should be reviewed periodically and updated when material governance developments justify revision. Amendment of this Charter must not be used to amend the Constitution indirectly; substantive constitutional change must follow the constitutional amendment process.

Adoption Record

Instrument	FGSCAA Governance Principles & Member Orientation Charter
Status	Approved and Adopted
Adoption Date	April 2025
Authority	FGSCAA General Meeting

Historical note: This edition uses timeless governance language so that the April 2025 adoption date remains internally coherent while allowing later institutional systems and reforms to operate consistently with the Charter.