

# Sample Policies

Revised based on The Board Member Playbook

## Sample Ends

- 1.0 Temporary Global Ends Statement
- 1.1 School District Ends Policy

## Sample Executive Limitations Policies

- 2.0 Global Executive Constraint
- 2.1 Treatment of Students and Parents/Guardians
- 2.2 Treatment of Staff
- 2.3 Financial Condition and Activities
- 2.4 Financial Planning and Budgeting
- 2.5 Emergency Superintendent Succession
- 2.6 Asset Protection
- 2.7 Compensation and Benefits
- 2.8 Communication and Support to the Board

## Sample Board-Superintendent Relations

- 3.0 Global Governance-Management Connection
- 3.1 Unity of Control
- 3.2 Accountability of the Superintendent
- 3.3 Delegation to the Superintendent
- 3.4 Monitoring Superintendent Performance

## Sample Governance Process

- 4.0 Global Governance Commitment
- 4.1 Governing Style
- 4.2 Board Job Products
- 4.3 Agenda Planning
- 4.4 Chair's Role
- 4.5 Board Members' Code of Conduct
- 4.6 Board Committee Principles
- 4.7 Board Committee Structure
- 4.8 Governance Investment

# **Policy Type: Ends**

## **Policy Title 1.0 Temporary Global Ends Statement**

Whatever Ends the board has stated or implied in previous decisions or approvals will stay unchanged, pending formal adoption of Ends policies.

## **Policy Title: 1.1 School System Ends Policy**

1. The school system exists so that young people have the knowledge and abilities needed to prepare them for the next stage of their lives and that justify the expenditure of available funds.
- 2.A. The first priority is that students will be academically ready to progress.
  - 2.A.1. Students will have the numeracy and literacy skills that reflect their utmost potential.
  - 2.A.2. Students will understand art, science, and technology at a level that prepares them for a complex world.
  - 2.A.3. Students who are academically gifted, if they desire to do so, will secure admission to four-year postsecondary education.
  - 2.A.4. Students entering grade one will be ready to learn.
- 2.B. The second priority is that students will have an understanding of the world in which they live as well as experience in contributing to it.
  - 2.B.1. Students will have an understanding of world history and geography.
  - 2.B.2. Students will be knowledgeable about the world's major political and religious ideologies.
  - 2.B.3. Students will participate in nonschool community activities that reflect their understanding of citizenship.
- 2.C. The third priority is that students will have the social skills to be successful in groups of increasing complexity.
  - 2.C.1. Students will be able to share, negotiate solutions to problems, respect diversity, and act assertively.
  - 2.C.2. Students will have knowledge of factors that should guide their decision making about drug use and sexuality.
  - 2.C.3. Students will be capable of making decisions in and for groups.

# **Policy Type: Executive Limitations**

## **Policy Title: 2.0. Global Executive Constraint**

The Superintendent shall not cause or allow any practice, activity, decision, or organizational circumstance that is unlawful, unsafe, imprudent, or in violation of commonly accepted educational and professional ethics and practices.

*Note: This policy is the broadest of all policies in the Executive Limitations policy category and therefore the most open to interpretation. Any further Executive Limitations policies will merely be a narrowing of the provisions of this policy. The examples that follow demonstrate such further narrowing. Remember that the Superintendent is granted the authority to use any reasonable interpretation of the board's words.*

## **Policy Title: 2.1. Treatment of Students and Parents/Guardians**

With respect to interactions with Students and Parents/Guardians or those applying to be Students or Parents/Guardians, the Superintendent shall not cause or allow conditions, procedures, or decisions that are untimely, unclear, undignified, or unnecessarily intrusive.

Further, without limiting the scope of the foregoing by this enumeration, the Superintendent shall not

1. Elicit information for which there is no clear necessity
2. Use methods of collecting, reviewing, transmitting, or storing student/family information that fail to protect against improper access to the material elicited
3. Fail to operate facilities with appropriate accessibility and privacy
4. Fail to establish with Students and Parents/Guardians a clear understanding of what may be expected and what may not be expected from the service offered
5. Fail to inform Students and Parents/Guardians of this policy or to provide a way to be heard for persons who believe they have not been accorded a reasonable interpretation of their protections under this policy

## **Policy Title: 2.2. Treatment of Staff**

With respect to the treatment of paid and volunteer staff, the Superintendent shall not cause or allow conditions that are unfair, undignified, disorganized, or unclear.

Further, without limiting the scope of the foregoing by this enumeration, the Superintendent shall not

1. Operate without written personnel rules that (a) clarify rules for staff, (b) provide for effective handling of grievances, and (c) protect against wrongful conditions, such as nepotism and grossly preferential treatment for personal reasons
2. Discriminate against any staff member for nondisruptive expression of dissent
3. Fail to acquaint staff with the Superintendent's interpretation of their protections under this policy
4. Allow staff to be unprepared to deal with emergency situations

### **Policy Title: 2.3. Financial Condition and Activities**

With respect to the actual, ongoing financial condition and activities, the Superintendent shall not cause or allow the development of financial jeopardy or material deviation of actual expenditures from board priorities established in Ends policies.

Further, without limiting the scope of the foregoing by this enumeration, the Superintendent shall not

1. Expend more funds than have been received in the fiscal year to date unless the debt guideline (below) is met
2. Incur debt in an amount greater than can be repaid by certain otherwise unencumbered revenues within sixty days
3. Use any long-term reserves
4. Conduct interfund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain otherwise unencumbered revenues within thirty days
5. Fail to settle payroll and debts in a timely manner
6. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed
7. Make a single unbudgeted purchase or commitment of greater than \$ \_\_\_\_\_. Splitting orders to avoid this limit is not acceptable.
8. Acquire, encumber, or dispose of real property
9. Fail to aggressively pursue receivables after a reasonable grace period

### **Policy Title: 2.4. Financial Planning and Budgeting**

The Superintendent shall not cause or allow financial planning for any fiscal year or the remaining part of any fiscal year to deviate materially from the board's Ends priorities, risk financial jeopardy, or fail to be derived from a multiyear plan.

Further, without limiting the scope of the foregoing by this enumeration, there will be no financial plans that

1. Risk incurring those situations or conditions described as unacceptable in the board policy "Financial Condition and Activities"
2. Omit credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions
3. Provide less for board prerogatives during the year than is set forth in the Governance Investment Policy

### **Policy Title: 2.5. Emergency CEO Succession**

To protect the board from sudden loss of Superintendent services, the Superintendent shall not permit there to be fewer than two other executives sufficiently familiar with board and Superintendent issues and processes to enable either or both in combination to take over with reasonable proficiency as an interim successor.

### **Policy Title: 2.6. Asset Protection**

The Superintendent shall not cause or allow district assets to be unprotected, inadequately maintained, or unnecessarily risked.

Further, without limiting the scope of the foregoing by this enumeration, the Superintendent shall not

1. Fail to insure against theft and casualty losses to at least 80 percent of replacement value and against liability losses to board members, staff, and the organization itself in an amount greater than the average for comparable organizations
2. Allow unbonded personnel access to material amounts of funds
3. Subject facilities and equipment to improper wear and tear or insufficient maintenance
4. Unnecessarily expose the organization, its board, or its staff to claims of liability
5. Make any purchase (a) wherein normally prudent protection has not been given against conflict of interest; (b) of over \$ \_\_\_\_\_ without having obtained comparative prices and quality; (c) of over \$ \_\_\_\_\_ without a stringent method of ensuring the balance of long-term quality and cost. Orders shall not be split to avoid these criteria.
6. Fail to protect intellectual property, information, and files from loss or significant damage
7. Receive, process, or disburse funds under controls that are insufficient to meet the board-appointed auditor's standards
8. Compromise the independence of the board's audit or other external monitoring or advice, such as by engaging parties already chosen by the board as consultants or advisers
9. Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating at any time, or in non-interest-bearing accounts except where necessary to facilitate ease in operational transactions
10. Endanger the organization's public image, its credibility, or its ability to accomplish Ends
11. Change the organization's name or substantially alter its identity in the community

### **Policy Title: 2.7. Compensation and Benefits**

With respect to employment, compensation, and benefits to employees, consultants, contract workers, the Superintendent shall not cause or allow jeopardy to financial integrity or to public image.

Further, without limiting the scope of the foregoing by this enumeration, the Superintendent shall not

1. Change the Superintendent's own compensation and benefits, except as his or her benefits are consistent with a package for all other employees
2. Promise or imply permanent or guaranteed employment
3. Establish or change compensation and benefits that deviate materially from the geographical or professional market median for the skills employed
4. Create obligations over a longer term than revenues can be safely projected, in no event longer than one year and in all events subject to losses in revenue
5. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that
  - A. Incur unfunded liabilities
  - B. Provide less than some basic level of benefits to all full time employees, though differential benefits to encourage longevity are not prohibited
  - C. Allow any employee to lose benefits already accrued from any previous plan

## **Policy Title: 2.8. Communication and Support to the Board**

The Superintendent shall not cause or allow the board to be uninformed or unsupported in its work.

Further, without limiting the scope of the foregoing by this enumeration, the Superintendent shall not

1. Neglect to submit monitoring data required by the board (see policy 3.4 on monitoring Superintendent performance) in a timely, accurate, and understandable fashion, directly addressing the provisions of board policies being monitored
2. Fail to report in a timely manner any actual or anticipated noncompliance with any policy of the board
3. Neglect to submit unbiased decision information required periodically by the board or let the board be unaware of relevant trends
4. Let the board be unaware of any significant incidental information it requires, including anticipated media coverage, threatened or pending lawsuits, and material internal and external changes
5. Fail to advise the board if, in the Superintendent'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 that is detrimental to the work relationship between the board and the Superintendent
6. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and incidental.
7. Fail to provide a workable mechanism for official board, officer, or committee communications
8. Fail, when addressing official business, to deal with the board as a whole except when responding to officers or committees duly charged by the board
9. Fail to supply for the board's consent agenda, along with applicable monitoring information, all decisions delegated to the Superintendent yet required by law, regulation, or contract to be board-approved

# **Policy Type: Board-Management Delegation**

## **Policy Title: 3.0. Global Governance-Management Connection**

The board's sole official connection to the operational organization, its achievements, and its conduct will be through the Superintendent of schools.

## **Policy Title: 3.1. Unity of Control**

Only officially passed motions of the board are binding on the Superintendent. Accordingly:

1. Decisions or instructions of individual board members, officers, or committees are not binding on the Superintendent except in rare instances when the board has specifically authorized such exercise of authority.
2. In the case of board members or committees requesting information or assistance without board authorization, the Superintendent can refuse such requests that require, in the Superintendent's opinion, a material amount of staff time or funds or is disruptive.

## **Policy Title: 3.2. Accountability of the Superintendent**

The Superintendent is the board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the Superintendent. Accordingly:

1. The board will never give instructions to persons who report directly or indirectly to the Superintendent.
2. The board will not evaluate, either formally or informally, any staff other than the Superintendent.
3. The board will view Superintendent performance as identical to organizational performance so that organizational accomplishment of board-stated Ends and avoidance of board-proscribed means will be viewed as successful Superintendent performance.

## **Policy Title: 3.3. Delegation to the Superintendent**

The board will instruct the Superintendent through written policies that prescribe the organizational Ends to be achieved and describe organizational situations and actions to be avoided, allowing the Superintendent to use any reasonable interpretation of these policies. Accordingly:

1. The board will develop policies instructing the Superintendent to achieve specified results for specified recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels and will be called Ends policies. All issues that are not Ends issues as defined here are means issues.
2. The board will develop policies that limit the latitude the Superintendent may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies. The board will never prescribe organizational means delegated to the Superintendent.
3. As long as the Superintendent uses any reasonable interpretation of the board's Ends and Executive Limitations policies, the Superintendent is authorized to establish all further procedures, make all decisions, take all actions, establish all practices, and pursue all activities. Such decisions of the Superintendent shall have full force and authority as if decided by the board.
4. The board may change its Ends and Executive Limitations policies, thereby shifting the boundary between board and Superintendent domains. By doing so, the board changes the latitude of choice given to the Superintendent. But as long as any particular delegation is in place, the board will respect and support the Superintendent's choices.

### **Policy Title: 3.4. Monitoring Superintendent Performance**

Systematic and rigorous monitoring of Superintendent job performance will be solely against the expected Superintendent job outputs: organizational accomplishment of board policies on Ends and organizational operation within the boundaries established in board policies on Executive Limitations. Accordingly:

1. Monitoring is simply to determine the degree to which board policies are being met. Information that does not do this will not be considered to be monitoring information.
2. The board will acquire monitoring information by one or more of three methods: (a) by internal report, in which the Superintendent discloses interpretations and compliance information to the board; (b) by external report, in which an external, disinterested third party selected by the board assesses compliance with board policies; or (c) by direct board inspection, in which a designated member or members of the board assess compliance with the appropriate policy criteria.
3. In every case, the board will judge (a) the reasonableness of the Superintendent's interpretation and (b) whether data demonstrate accomplishment of the interpretation.
4. In every case, the standard for compliance shall be any reasonable Superintendent interpretation of the board policy being monitored. The board is the final arbiter of reasonableness but will always judge with a "reasonable person" test rather than with interpretations favored by board members or by the board as a whole.
5. All policies that instruct the Superintendent will be monitored at a frequency and by a method chosen by the board. The board can monitor any policy at any time by any method but will ordinarily depend on a routine schedule.

Policy	Method	Frequency	Month
Ends	Internal	Annually	Feb.
Global Executive Constraint	Internal	Annually	Mar.
Treatment of Students and Parents/Guardians	Internal	Annually	May
Treatment of Staff	Internal	Annually	May
Financial Condition and Activities	Internal	Quarterly	Jan., Apr., July, Oct.
Financial Planning and Budgeting	Internal	Quarterly	Feb., May, Aug., Nov.
Emergency Superintendent Succession	Internal	Annually	Oct.
Asset Protection	Internal	Annually	Nov.
Compensation and Benefits	Internal	Annually	Nov.
	External	Biannually	Sept. of odd-numbered years
Communication and Support	Direct inspection	Annually	July

## **Policy Title: 4.0. Global Governance Commitment**

The purpose of the board, on behalf of [identify the ownership here], is to see to it that [name of organization here] (a) achieves appropriate results for students at an appropriate cost (as specified in board Ends policies) and (b) avoids unacceptable actions and situations (as prohibited in board Executive Limitations policies).

*Note: The "moral ownership" identity is to be inserted in the blank provided. This could be "the general public," "the people of Montgomery County," "the membership," "the citizens of San Francisco," or other such base of ownership.*

### **Policy Title: 4.1. Governing Style**

The board will govern lawfully, observing the principles of the Policy Governance model, with an emphasis on (a) outward vision rather than an internal preoccupation, (b) encouragement of diversity in viewpoints, (c) strategic leadership more than administrative detail, (d) clear distinction of board and superintendent roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactivity rather than reactivity. Accordingly:

1. The board will cultivate a sense of group responsibility. The board, not the staff, will be responsible for excellence in governing. The board will be the initiator of policy, not merely a reactor to staff initiatives. The board will not use the expertise of individual members to substitute for the judgment of the board, although the expertise of individual members may be used to enhance the understanding of the board as a body.
2. The board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the board's values and perspectives. The board's major policy focus will be on the intended long-term impacts outside the staff organization(Ends), not on the administrative or programmatic means of attaining those effects.
3. The board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability. Although the board can change its Governance Process policies at any time, it will scrupulously observe those currently in force.
4. Continual board development will include orientation of new board members in the board's Governance Process and periodic board discussion of process improvement.
5. The board will allow no officer, individual, or committee of the board to hinder or serve as an excuse for not fulfilling group obligations.
6. The board will monitor and discuss the board's process and performance at each meeting. Self-monitoring will include comparison of board activity and discipline to policies in the Governance Process and Board-Management Delegation categories.

### **Policy Title: 4.2. Board Job Products**

Specific job outputs of the board, as an informed agent of the ownership, are those that ensure appropriate organizational performance.

Accordingly, the board has direct responsibility to create

1. The linkage between the ownership and the operational organization
2. Written governing policies that realistically address the broadest levels of all organizational decisions and situations
  - A. Ends: organizational products, impacts, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost)
  - B. Executive limitations: constraints on executive authority that establish the prudence and ethics 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: how power is delegated and its proper use; the CEO's role, authority, and accountability
3. Assurance of successful organizational performance on Ends and Executive Limitations.

*Note: A board can set annual targets about integrity or completeness in these areas either by expanding this policy or establishing a separate policy titled, for example, "annual governance plan." Other job "products" of the board that may be appropriate for some organizations may include "legislative change," or other outputs for which the board chooses to hold itself directly responsible. Be sure to include any decision areas that Executive Limitations policies have denied to the Superintendent.*
4. Advocate for legislative change which positively impacts public education

In addition the board has taken on the following non-governing output(s):

1. Negotiating union contracts. [if the board decides to do this]

### **Policy Title: 4.3. Agenda Planning**

To accomplish its job products with a governance style consistent with board policies, the board will follow an annual agenda that (a) completes a reexploration of Ends policies annually and (b) continually improves board performance through board education and enriched input and deliberation.

1. The cycle will conclude each year on the last day of \_\_\_\_\_ so that administrative planning and budgeting can be based on accomplishing a one-year segment of the board's most recent statement of long-term Ends.
2. The cycle will start with the board's development of its agenda for the next year.
  - A. Consultations with selected groups in the ownership, or other methods of gaining ownership input, will be determined and arranged in the first quarter, to be held during the balance of the year.
  - B. Governance education and education related to Ends determination (presentations by futurists, demographers, advocacy groups, staff, and so on) will be arranged in the first quarter, to be held during the balance of the year.
  - C. A board member may recommend or request an item for board discussion by submitting the item to the Chair no later than five days before the agenda is to be warned.
3. Throughout the year, the board will attend to consent agenda items as expeditiously as possible.
  - a. An individual board member can remove an item from the consent agenda for discussion [*This conflicts with the governing style policy and allows one person to have the ability to determine what the board discusses, rather than the majority of the board.*]
  - or
  - a. Only the majority of the board can remove an item from the consent agenda for discussion [*This is consistent with the governing style policy.*]
4. Superintendent monitoring will be included on the agenda if monitoring reports show policy violations, if policy criteria are to be debated, or if the board, for any reason, chooses to debate amending its monitoring schedule.
5. Superintendent remuneration will be decided after a review of monitoring reports received in the last year during the month of \_\_\_\_\_.

### **Policy Title: 4.4. Chair's Role**

The Chair, a specially empowered member of the board, ensures the integrity of the board's process and, secondarily, occasionally represents the board to outside parties. Accordingly:

1. The assigned result of the Chair's job is that the board behaves consistently with its own rules and those legitimately imposed on it from outside the organization.
  - A. Meeting discussion content will consist solely of issues that clearly belong to the board to decide or to monitor according to board policy.
  - B. Information that is for neither monitoring performance nor board decisions will be avoided or minimized and always noted as such.
  - C. Deliberation will be fair, open, and thorough but also timely, orderly, and kept to the point.
2. The authority of the Chair consists in making decisions that fall within topics covered by board policies on Governance Process and Board-Management Delegation, with the exception of (a) employment or termination of a Superintendent and (b) areas where the board specifically delegates portions of this authority to others. The Chair is authorized to use any reasonable interpretation of the provisions in these policies.
  - A. The Chair is empowered to chair board meetings with all the commonly accepted powers of that position, such as ruling and recognizing.

- B. The Chair has no authority to make decisions about policies created by the board within Ends and Executive Limitations policy areas. Therefore, the Chair has no authority to supervise or direct the Superintendent.
- C. The Chair may represent the board to outside parties in announcing board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.
- D. The Chair may delegate this authority but remains accountable for its use.

**Policy Title: 4.5. Board Members' Code of Conduct**

The board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.

1. Members must demonstrate loyalty to the ownership, unconflicted by loyalties to staff, other organizations, or any personal interests as Parents/Guardians.
2. VT REQUIRED POLICY HERE INSTEAD [*May want to consider modifying VSBA model policy to include not only removing oneself from decision making and deliberations, but from the room as well.*]  
Members must avoid conflict of interest with respect to their fiduciary responsibility.
  - A. There will be no self-dealing or business by a member with the organization. Members will annually disclose their involvements with other organizations or with vendors and any associations that might be reasonably seen as representing a conflict of interest.
  - B. When the board is to decide on an issue about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment not only from the vote but also from the room during any deliberation.
  - C. Board members will not use their board position to obtain employment in the organization for themselves, family members, or close associates. A board member who applies for employment must first resign from the board.
3. Board members may not attempt to exercise individual authority over the organization.
  - A. Members' interaction with the Superintendent or with staff must recognize the lack of authority vested in individuals except when explicitly authorized by the board.
  - B. Members' interactions 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.
  - C. Except for participation in board deliberation about whether the Superintendent has achieved any reasonable interpretation of board policy, members will not express individual judgments of performance of employees and volunteers or the Superintendent.
4. Members will respect the confidentiality appropriate to issues of a sensitive nature.
5. Members will be properly prepared for board deliberation.
6. Members will support the legitimacy and authority of the final determination of the board on any matter, irrespective of the member's personal position on the issue.

### **Policy Title: 4.6. Board Committee Principles**

Board committees, when used, will be assigned so as to reinforce the wholeness of the board's job and so as never to interfere with delegation from board to Superintendent.

Accordingly:

1. Board committees are to help the board do its job, not to help or advise the staff. Committees ordinarily will assist the board by preparing policy alternatives and implications for board deliberation. In keeping with the board's broader focus, board committees will normally not have direct dealings with current staff operations.
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 Superintendent.
3. Board committees cannot exercise authority over staff. Because the Superintendent works for the full board, he or she will not be required to obtain the approval of a board committee before an executive action.
4. Board committees are to avoid over identification with organizational parts rather than the whole. Therefore, a board committee that has helped the board create policy on some topic will not be used to monitor organizational performance on that same subject.
5. Committees will be used sparingly and ordinarily in an ad hoc capacity.
6. This policy applies to any group that is formed by board action, whether or not it is called a committee and regardless of whether the group includes board members. It does not apply to committees formed under the authority of the Superintendent.

### **Policy Title: 4.7. Board Committee Structure**

A committee is a board committee only if its existence and charge come from the board, regardless of whether board members sit on the committee. The only board committees are those that are set forth in this policy. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

*Note: This is not a list of suggested committees but rather an illustration of how legitimate board committees should be described.*

1. Ownership Linkages Committee
  - A. **Product:** Options and implications for board consideration with respect to the Ends decisions to be made by the board—by no later than \_\_\_\_\_ XX, 200X.
  - B. **Authority:** To incur costs of no more than \$1,000 in direct charges and no more than fifty hours of staff time.
2. Legislative Change Advisory Committee
  - A. **Product:** Options and implications for board consideration regarding long-term legislative or regulatory effects to be achieved by the board—by no later than \_\_\_\_\_ XX, 200X.
  - B. **Authority:** To incur costs of no more than \$3,000 in direct charges and no more than seventy hours of staff time.
3. Nominating Committee
  - A. **Product:** Properly screened potential board members—by no later than \_\_\_\_\_ XX of each year.
  - B. **Authority:** To incur costs of no more than \$1,000 in direct charges and no more than twenty hours of staff time per annum.
4. Audit Committee
  - A. **Product:** Work with auditor to familiarize auditor with Policy Governance Model and applicable policies. To ensure future audits will provide board with information required in policies by no later than \_\_\_\_\_.

- B. **Authority:** To incur no more than \$1,000 in direct charges and use of no more than twenty person-hours of staff time.
5. Board Orientation/Development Committee
    - A. Product
    - B. Authority
  6. Ends Committee
    - A. Product
    - B. Authority

**Policy Title: 4.8. Governance Investment**

Because poor governance costs more than learning to govern well, the board will invest in its governance capacity. Accordingly:

1. Board skills, methods, and supports will be sufficient to ensure governing with excellence.
  - A. Training and retraining will be used liberally to orient new members and candidates for membership, as well as to maintain and increase existing member skills and understandings.
  - B. Outside monitoring assistance will be arranged so that the board can exercise confident control over organizational performance. This includes, but is not limited to, financial audits.
  - C. Outreach mechanisms will be used as needed to ensure the board's ability to listen to owner viewpoints and values.
2. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.
  - A. Up to \$ \_\_\_\_\_ in fiscal year \_\_\_\_\_ for training, including attendance at conferences and workshops.
  - B. Up to \$ \_\_\_\_\_ in fiscal year \_\_\_\_\_ for auditing and other third-party monitoring of organizational performance.
  - C. Up to \$ \_\_\_\_\_ in fiscal year \_\_\_\_\_ for surveys, focus groups, opinion analyses, and meeting costs.
3. The board will establish its cost of governance budget for the next fiscal year during the month of \_\_\_\_\_.