

GOALS FOR BOARD EXCELLENCE

1. We will be clear about why we have a Board.

We will reach agreement on why our board exists. We will determine the key reasons that we have a board beyond meeting the legal and PPFA requirements that we have one. We will decide what we will do based on what needs to be done in the organization and what can best be done by the Board.

2. We will focus on results, not activities.

We will define board excellence in terms of the results that excellence will achieve. We will eliminate activity that takes place with no clear result achieved and thus free up time to spend on getting the results that we need.

3. We will work constantly to develop the effectiveness of Board members.

We will assure that members are informed and involved, that they support and encourage one another and that they work together constructively as a team. We will assure that the board has members who are both able and willing to assume leadership roles.

4. We will assure that the relationship between the Board and the organization is a mutually beneficial one.

We will do this by determining what the organization needs from our board and what needs our board members seek fulfillment of through their work with the organization. It will then be our intent to meet legitimate board member needs whenever those needs are consistent with the organization's needs and priorities.

5. Our structure will facilitate the work of the Board.

We will assure that our structure facilitates our work rather than constraining it. Once we've defined the results that we're seeking, our by-laws, organization chart, committee structure, etc. will all be designed to help us attain those results.

6. The Board will prescribe ends and proscribe means.

This is the governance role of the board. The board will decide what ends the organization will attain and what means may not be used in the process of attaining those ends. In this context, "ends" questions typically address planning activities and what we want to accomplish. "Means" questions typically address policy making activities and what we want to assure we don't do.