

Governance and Leadership

Domain #5

5.1

The written mission, vision, and guiding principles of the organization are:

- a. clearly stated and understandable
- b. known to internal stakeholders
- c. available to all stakeholders
- d. reviewed regularly for relevancy
- e. approved by the board of directors
- f. demonstrated within the organization's day-to-day operations

- e. involves reviewing the strategic plan annually for relevance
- f. ensures the strategic plan is updated as needed
- g. is conducted every three to five years



5.3

The organization monitors and evaluates progress against planned activities that are in line with strategic directions/goals, and regularly reports on progress to the board of directors.

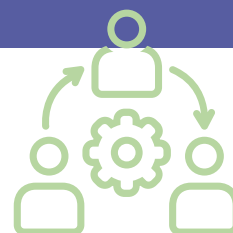
5.2

A strategic-planning process occurs, is implemented, and:

- a. includes input from internal stakeholders, at a minimum
- b. documents strategic directions/goals and objectives
- c. is approved by the board of directors
- d. is shared with internal stakeholders, at a minimum

5.4

Governance and operational structures are in place to ensure the organization is using its resources to deliver on its mission and strategic directions/goals.



5.5

Governance bylaws are reviewed for accuracy and compliance, or as required by legislation.

5.8

Opportunities for board development are considered and offered.

5.6

Board governance guidelines and/or bylaws include:

- a. a selection process for new board members
- b. an orientation for new board members
- c. position descriptions, roles, and responsibilities of board members
- d. legal and fiduciary duties
- e. ethical governance practices that, at a minimum, address reimbursement, remuneration, conflict of interest, and confidentiality
- f. terms of elected members
- g. departure from the board
- h. the recording and review of board meeting minutes

5.9

To ensure the board of directors is functioning effectively, and carrying out its responsibilities and duties, the board of directors will:

- a. regularly evaluate the performance of individual members
- b. regularly evaluate its performance as an entity
- c. formally identify and implement action plans as needed

5.7

The board of directors conducts a regular, formal assessment of its composition to ensure that members represent varied skills, experiences, and diversity as identified by the board of directors.

5.10

When a board member leaves the board of directors, the organization seeks feedback about the board member's experience, including suggestions for improvement, and implements changes as appropriate.



5.11

If standing board committees and/or ad hoc board committees exist, the organization ensures that:

- a. terms of reference or a statement of purpose is available and approved by the board of directors
- b. meeting minutes are documented
- c. reporting to the board of directors occurs

5.12

If advisory groups of the board of directors exist, the organization ensures that:

- a. terms of reference or a statement of purpose is available and approved by the board of directors
- b. meeting minutes are documented
- c. reporting to the board of directors occurs

5.13

An annual meeting is held with the membership of the organization to elect the board of directors and present the audited financial statements.

5.14

The board of directors ensures the following, in relation to the ED/CEO:

- a. a job description is accurate and reviewed regularly, in conjunction with the ED/CEO
- b. a compensation package is reviewed regularly
- c. the ED/CEO's compensation is approved by the board of directors

5.15

The board of directors ensures the following, in relation to the ED/CEO:

- a. performance objectives are based, at minimum, on the strategic plan and other systems, as determined by the board of directors
- b. a formal performance review is completed regularly

5.16

Emergency/contingency planning for the ED/CEO is in place and outlines the roles and responsibilities for:

- a. unplanned absences
- b. short-term planning
- c. long-term succession planning