

This strength of this policy is (1) that it reminds the board that broader issues and perspectives ought to be considered in their work and (2) it helps legitimate a role for the Executive Director (CEO) in helping shape board practices.

Executive Director Communication to the Board

With respect to providing information and counsel to the Board, it is expected that the Executive Director will, at all times,

- Ensure that the information provided to the board is mostly related to the mission and strategic objectives of the organization
- Ensure that the board is aware of relevant trends in the community that affect the assumptions upon which the mission or strategic objectives have been founded
- Advise the board if, in the Executive Director's opinion, it is not in compliance with its own roles and responsibilities or any other policies and principles it has adopted for its own work
- Advise the board if, in the Executive Director's opinion, its discussion is too focused on operational matters
- Marshal a diversity of points of view and options needed when important board decision need to be made
- Inform the board of any external complaints or adverse media coverage which may affect the reputation of the organization
- Inform the board of any internal conflicts or tensions which may impact on the organization as a healthy workplace. The intent of such communication may **not** be to solicit board advice or assistance
- Deal with the board as a whole except when responding to officers or board committees with specific responsibilities
- Propose, when needed, new and improved operational policies
- Report in a timely matter any actual or anticipated noncompliance with any policy approved by the board

Note: This sample policy may be freely used and adapted by non-profit organizations without attribution