

# Marion Polk Early Learning Hub

## Governing Policies

Adopted: October 2019

The Marion Polk Early Learning Hub is a collaborative, cross-sector group, working in partnership with Marion and Polk community organizations, families and the Early Learning Division to increase the number of children from vulnerable populations who live in stable and attached families, and enter kindergarten ready to succeed.

### Mission:

To convene, collaborate and catalyze action in our hub region to better align services and resources for children and families.

### Vision:

Every child is safe, healthy, and prepared to learn. Every family is strong and resilient. Early learning services are coordinated, effective and efficient.

### Goals:

- Coordinated and aligned services
- Kindergarten readiness
- Family stability

### Visionary Priorities:

- Convene and Collaborate: Build a connected early learning system that includes health, early learning, K-12, social services and business partners utilizing data to guide the work.
- Quality Early Learning: Create a system of choices for parents to access high quality early learning opportunities.
- Support Parents: Ensure all parents have the tools needed to be successful parents.
- Community Outreach: Be the valued and trusted resource for the community on the importance of early learning.

### Value Statements:

- MPELH uses data to ensure our actions are strategic, coordinated and designed for collective impact.
- MPELH is accountable for results and the stewardship of funds entrusted to us.
- MPELH values the diversity of our community. We are committed to building a system that meets the needs of all families.
- MPELH is grounded in the principles of equity and diversity. We are committed to culturally sensitive programs, and to reaching those traditionally underserved.
- Our work focuses on strengthening Family Resilience. We believe that the parent is the child's first and best teacher.

The Governing policies outlined within this document are designed with the board's purpose for existence: to assure the organization works well to accomplish the desired ends, mission and vision while staying true to its values.

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# GLOBAL EXECUTIVE LIMITATIONS

## GLOBAL EXECUTIVE LIMITATIONS

The Executive Director will not cause or allow any organizational practice, activity, decision, or circumstance that is either a violation of the law, imprudent, or in violation of commonly accepted business and professional ethics and practices. The Executive Director will abide by all terms and conditions in the funding contracts.

## TREATMENT OF CONTRACTING ORGANIZATIONS

With respect to interactions with contracted organizations or those applying to be contracting organizations, the Executive Director will not cause or allow conditions, procedures, or decisions that are unsafe, untimely, undignified, or unnecessarily intrusive.

The Executive Director will not:

- Elicit information for which there is no clear necessity.
- Use methods of collecting, reviewing, transmitting, or storing information that fail to protect against improper access to the material.
- Fail to contract with facilities with appropriate accessibility and privacy.
- Fail to establish with contractors a clear understanding of what may be expected and what may not be expected from the contracted organizations.
- Fail to provide a way to be heard for organizations who believe they have not been accorded a reasonable interpretation of their protections under this policy.

## TREATMENT OF STAFF

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

The Executive Director will not:

- Operate without a written personnel policy that (a) clarifies rules for staff, (b) provides for effective handling of grievances, (c) protects against wrongful conditions, and (d) is available to all employees.
- Discipline any staff member for non-disruptive expression of dissent.
- Fail to acquaint staff with the Executive Director's interpretation of their protections under this policy.
- Allow staff to be unprepared to deal with emergency situations.

## FINANCIAL PLANNING/BUDGETING

The Executive Director will not cause or allow financial planning for any fiscal year, or the remaining part of any fiscal year, to deviate materially from the MPELH Board of Directors Ends priorities, risk financial jeopardy, or fail to be derived from a multi-year plan.

The Executive Director will not allow budgeting to:

- Risk incurring those situations or conditions described as unacceptable in the Board policy "Financial Condition Activities" (see next section below.)

- Omit credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
- Provide less for Board development, outside monitoring, and outreach during the year than is set forth in the Cost of Governance Policy (see Global Governance Section: Cost of Governance).

**FINANCIAL CONDITIONS AND ACTIVITIES**

With respect to the actual, ongoing financial condition and program expenditures and activities, the Executive Director will not cause or allow the development of financial jeopardy or material deviation of actual expenditures from the Board’s established priorities.

The Executive Director will not:

- Expend more funds than have been received in the fiscal year to date unless the Board's debt guideline is met (see next statement).
- Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within sixty days.
- Fail to maintain adequate reserves as defined by state contracts.
- Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain and otherwise unencumbered revenues within the fiscal year.
- Fail to settle payroll and debts in a timely manner.
- Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
- Make a single purchase or commitment of greater than \$10,000 that has not been previously authorized within a Board approved budget, with a \$20,000 annual cap.
- Acquire, encumber, or dispose of real estate.
- Fail to bill for services and diligently pursue receivables.
- Make any purchase:
  - wherein normally prudent protection has not been given against conflict of interest;
  - of more than \$25,000 without having obtained comparative prices and quality;
  - of more than \$50,000 without a clear decision making process.
  - Orders shall not be split to avoid these criteria.

**EMERGENCY EXECUTIVE DIRECTOR SUCCESSION**

In order to protect the Board from sudden loss of Executive Director Services, the Executive Director will not permit there to be less than one other executive sufficiently familiar with Board and Executive Director issues and processes to take over with reasonable proficiency as an interim successor.

The Executive Director will not fail to establish, with board involvement, a process and plan for developing successors.

**ASSET PROTECTION**

The Executive Director will not cause or allow corporate assets to be unprotected, inadequately maintained, or unnecessarily risked.

The Executive Director will not:

- Fail to insure adequately against theft and casualty as well as liability losses to Board members, staff, and the organization itself.
- Allow personnel access to material amounts of funds.
- Subject facilities and equipment to improper wear and tear or insufficient maintenance.
- Unnecessarily expose the organization, its Board, or staff to claims of liability.
- Fail to protect intellectual property, information, and files from loss or significant damage.
- Receive, process, or disburse funds under controls that are insufficient to meet the Board appointed auditor's standards.
- 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.
- Invest or hold operating capital in insecure instruments, including uninsured accounts, or non-FDIC or US federal government securities for more than 90 days..
- Endanger the organizations public image, credibility, or its ability to accomplish Board established goals.
- Change the organization's name or substantially alter its identity in the community.
- Create or purchase any subsidiary corporation without board approval.

## **COMPENSATION AND BENEFITS**

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers the Executive Director will not cause or allow jeopardy to financial integrity or to public image.

The Executive Director will not:

- Change the Executive Director's own compensation and benefits, except as those benefits are consistent with a package for all other employees.
- Promise or imply permanent or guaranteed employment.
- Establish current compensation or benefits that deviate materially from the geographic or professional market for the skills employed.
- 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 of revenue.
- Establish or change pension benefits to cause unpredictable or inequitable situations, including those that:
  - Incur unfunded liabilities
  - Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited
  - Allow any employee to lose benefits already accrued from any foregoing plan
  - Treat the Executive Director differently from other key employees

## **COMMUNICATION AND SUPPORT TO THE BOARD**

The Executive Director will not cause or allow the Board to be uninformed or unsupported in its work.

The Executive Director will not:

- Neglect to submit monitoring data required by the Board in the Board Management Delegation policy in a timely, accurate, and understandable fashion. This should directly address provisions of Board policies being monitored, including Executive Director interpretations consistent with the Board Management Delegation policy.
- Allow the Board to be unaware of any actual or anticipated noncompliance with any Ends or Executive Limitations policy of the Board regardless of the Board's monitoring schedule.
- Allow the Board to be without decision information required periodically by the Board or let the Board be unaware of relevant trends known by the Executive Director.
- 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.
- Allow the Board to be unaware that, in the Executive Director'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 working relationship between the Board and the Executive Director.
- 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 other.
- Allow the Board to be without a workable mechanism for official Board, officer, or committee communications.
- Deal with the Board in a way that favors or privileges certain Board members over others.
- Fail to submit to the Board a consent agenda containing items delegated to the Executive Director yet required by law, regulation, or contract to be Board-approved, along with applicable monitoring information.

## **GLOBAL GOVERNANCE**

### **GLOBAL GOVERNANCE PROCESS**

The purpose of the Board, on behalf of people in Marion and Polk Counties and in a manner that is consistent with the overall organization's mission and vision, is to see that MPHELH achieves appropriate results for appropriate persons at an appropriate cost, and avoids unacceptable actions and situations, as prohibited in the Board Executive Limitations Policies.

The Board and Executive Director will work to ensure all interested parties in Marion and Polk counties are informed and invited to participate as appropriate.

## **GOVERNING STYLE**

The Board will govern lawfully, with an emphasis on:

- an outward vision,
- encouragement of diversity in viewpoints,
- strategic leadership more than administrative detail,
- a clear distinction of Board and chief executive roles,
- collective rather than individual decisions,
- future rather than past or present, and
- proactively rather than reactivity.

Accordingly,

- The Board shall cultivate a sense of group responsibility. The Board, not the staff, shall be responsible for excellence in governing. The Board shall be an initiator of policy, not merely a reactor to staff initiatives. The Board will not use the expertise of individual members to substitute for judgment of the Board, although the expertise of individual members may be used to enhance the understanding of the Board as a body.
- The Board shall direct, control, and inspire the organization through the careful establishment of Board written policies reflecting the Board's values and perspectives. The Board's major policy focus shall be on the intended long-term impacts outside the organization, not on the administrative or programmatic means of attaining those effects.
- The Board shall enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policy-making 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.
- Continual Board development will include orientation of new board members in the board's governance process and periodic Board discussion of process improvement.
- The Board shall allow no officer, individual, or committee of the board to hinder or be an excuse for not fulfilling group obligations.
- The Board shall 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.

## **BOARD JOB DESCRIPTION**

Specific job outputs of the Board, as an informed agent of the Marion and Polk communities, are those that ensure appropriate organizational performance.

Accordingly, the Board shall provide:

- Authoritative linkage between key stakeholders and the operational organization.
- Written governing policies that realistically address the broadest levels of all organizational decisions and situations.
- Ends (the changes for persons to be made outside the organization, along with their cost or priority): The organizational impacts, benefits, and outcomes; the recipients, beneficiaries, and impacted groups; and their relative worth in cost or priority.

- Executive Limitations: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
- Governance Process: Specifications of how the Board conceives, carries out, and monitors its own risk.
- Board Management Delegation: How power is delegated, and its proper use monitored; the Executive Director role, authority, and accountability.
- Assurance of successful organizational performance on Ends and Executive Limitations.

## **AGENDA PLANNING**

The Board shall follow an annual agenda that completes a review of the Ends policies annually and continually improves performance through Board education and enriched input and deliberation.

- The cycle will conclude each year on the last day of April 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.
- The cycles will start with the Board's development of its agenda for the next year.
  - Consultations with selected stakeholders, or other methods of gaining stakeholder input, will be determined and arranged in the first quarter, to be held during the balance of the year.
  - 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.
  - 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 board meeting.
- Throughout the year, the Board shall attend to consent agenda items as expeditiously as possible.
- Executive Director monitoring will be on the agenda if reports have been received since the previous meeting, if plans must be made for direct inspection monitoring, or if arrangements for third-party monitoring must be prepared.
- Executive Director remunerations will be decided by the Board during the month of February after a review of monitoring reports received in the last year.

## **CHIEF GOVERNANCE OFFICER'S ROLE**

The Board Chair, a specially empowered member of the Board, assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.

- The result of the Chair's job is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
- Meeting discussion content will be only those issues which, according to Board policy, clearly belong to the Board to decide or to monitor.
- Information that is for neither monitoring performance nor Board decisions will be avoided or minimized and always noted as such.
- Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.

The authority of the Chair consists in making the decisions that fall within topics covered by Board policies on Governance Process and Board Management Delegation, except for a) employment or termination of the Executive Director and b) 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.

- The Chair is empowered to chair Board meetings with all the commonly accepted power of that position, such as ruling and recognizing.
- 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 Executive Director.
- 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 that role.
- The Chair may delegate this authority but remains accountable for its use.

#### **BOARD SECRETARY'S ROLE**

The Board Secretary is an officer of the board whose purpose is to ensure the integrity of the board's documents.

The Secretary's job is to see to it that all Board documents and filings are accurate and timely.

- Policies will be current in their reflection of Board decisions. Decisions upon which no subsequent decisions are to be based, such as consent agenda decisions, motions to adjourn, and staff or Board member recognitions need not be placed in policy.
- Bylaws elements necessary for legal compliance and for consistency with the principles of Policy Governance will be known to the Board.
- Requirements for format, brevity, and accuracy of Board minutes will be communicated to the Executive Director.

The authority of the Secretary is access to and control over Board documents, and the appropriate use of staff time as determined in the annual budget.

#### **BOARD TREASURER'S ROLE**

The Board Treasurer is an officer of the Board whose purpose is to ensure oversight of the organization's finances.

- Ensure integrity of the auditing process.
- Receive and monitor financial reports from the Executive Director.
- Be a resource to the Board in interpreting and understanding organizational finances.
- Ensure compliance with Board finance policies.
- Represent the intent of all those providing funds to the organization.

#### **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. The Board

Chair or his/her designee shall provide code of conduct orientation to new board members.

- Members must have loyalty to the Marion and Polk county communities, un-conflicted by loyalties to staff, other organizations and any other personal interest as a consumer.
- Members must avoid conflict of interest with respect to their fiduciary responsibility.
- Members will annually disclose their involvements with other organizations, with vendors, or any associations that are or might reasonably be seen as being a conflict of interest.
- When the Board is to decide upon an issue about which a member has a substantial conflict of interest, that member shall not vote but may participate in the deliberation.
- Board members will not use their Board position to obtain employment in the organization for them, family members, or close associates. A Board member who applies for employment must first resign from the Board.
- Board members may not attempt to exercise individual authority over the organization.
- Members' interaction with the Executive Director or with staff must recognize the lack of authority vested in individuals except when explicitly Board authorized.
- Members' interaction with public, 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 positions.
- Except for participation in Board deliberations about whether the Executive Director has achieved any reasonable interpretation of Board policy, members will not criticize the performance of employees or the Executive Director.
- Members will respect the confidentiality appropriate to issues of a sensitive nature.
- Members will be properly prepared for Board deliberation.
- 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.
- Board members who have failed to attend three consecutive meetings of the Board without providing notice to the Board chair(s), may be considered for removal by the Board after giving notice to the member.

#### **BOARD COMMITTEE PRINCIPLES**

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

- Board committees are to help the board do its job, not to help or advise the Executive Director or other staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation.
- Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes.
- Board committees cannot exercise authority over staff. The Executive Director works for the full Board and will therefore not be required to obtain approval of a Board committee before any executive action will be taken.
- Board committees are to avoid over identification with organizational parts rather than the whole.
- Expectations and authority will be carefully stated in order to not conflict with authority delegated to the Executive Director.
- The role and responsibility of every standing committee shall be clearly described in a

charter that has been approved by the Board of Directors.

- All standing committee members shall be appointed by the MPELH Board of Directors and can be removed by the Board.
- MPELH Board members shall serve on each standing Board committee. The role of the Board members that serve on a standing committee shall be to provide a communication link between the Board of Directors and the Board standing committee and/or to help assure that the Board committee principles are adhered to.
- The Chair of the MPELH Board of Directors shall appoint the chair for every standing committee.
- Each standing committee is sponsored by and accountable to the MPELH Board of Directors.

MPELH Board standing committees:

- Executive Committee: will consist of six to eight Directors and will include the Chair, the Secretary, the Treasurer, and other Directors representing a diversity of sectors.
- Nominating Committee (the Executive Committee currently serves as the Nominating Committee): will consist of five to eight Directors providing equitable representation of the Board of Directors and will include the Board Chair who will chair the committee.
- Parent/Caregiver Advisory Committee: will consist of five to thirteen parents/caregivers of children from birth through age five.

The Board of Directors may appoint advisory committees. The role and responsibility of each advisory committee will be clearly described in a charter that has been approved by the Board of Directors.

- All advisory board members will be appointed by the Board of Directors and can be removed by the Board.

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 Executive Director.

## **COST OF GOVERNANCE**

Because poor governance costs more than learning to govern well, the Board shall invest in its governance capacity.

- Board skills, methods, and supports will be sufficient to ensure governing excellence.
  - Training and retraining will be used to orient new Board members and candidates for membership, as well as to maintain and increase existing members' skills and understandings.
  - Outside monitoring assistance will be arranged so that the Board can exercise confident control over organizational performance. This includes but is not limited to the state of Oregon monitoring and appreciation process, and an annual financial audit.
  - Outreach, through advisory boards and other means, will be used as needed to ensure the Board's ability to listen to the people of Marion and Polk counties viewpoints and values.

- Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability such as expenses incurred for workshops, audits and/or third-party monitoring of organization performance, surveys, focus groups, opinion analyses, and meeting costs.
- The Board shall establish its cost of governance budget for the next fiscal year during the month of May.

## BOARD MANAGEMENT DELEGATION

### BOARD MANAGEMENT DELEGATION

The Board's sole official connection to the operational management, its achievements and conduct of MPELH will be through the Executive Director.

### UNITY OF CONTROL

Only officially passed motions of the Board are binding on the Executive Director.

- Decisions or instructions of individual Board members, officers, or committees are not binding on the Executive Director except in rare instances when the Board has specially authorized such exercise of authority.
- In the case of individual Board members or committees or advisory boards requesting information or assistance, the Executive Director can refuse such requests that require, in the Executive Director's opinion, a material amount of staff time and funds. Board members, committee members or advisory board members may refer such requests back to the Board.

### ACCOUNTABILITY OF THE EXECUTIVE DIRECTOR

The Executive Director 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 Executive Director.

- The Board shall not give instructions to persons who report directly or indirectly to the Executive Director.
- The Board shall not formally evaluate any staff other than the Executive Director.
- The Board shall view Executive Director Performance as identical to organizational performance, so that organizational accomplishment of Board-stated Ends and avoidance of Board-proscribed means will be viewed as indicators of successful Executive Director performance.
- As part of the annual Executive Director performance review, the Executive Committee or designee will complete an annual staff survey and/or interview that includes questions about the integrity, competency and supervision as defined in the Executive Director Performance Review Process Policy. The Executive Committee will prepare and deliver a report outlining the feedback from staff to the board chairperson. The board chairperson will review the report with the Executive Director and bring significant concerns to the attention of an ad-hoc committee comprised of the board officers. The

ad-hoc committee will determine whether or not to forward concerns to the full Board of Directors for action.

- The Board Chairperson will receive grievances related to the conduct of the Executive Director and determine whether or not to hear the grievance and if so by what process.

### **DELEGATION TO THE EXECUTIVE DIRECTOR**

The Board shall instruct the Executive Director through written policies that prescribe the organizational Ends to be achieved, and proscribe organizational situations and actions to be avoided, allowing the Executive Director to use any reasonable interpretation of these policies.

- The Board in conjunction with the Executive Director will develop policies instructing the Executive Director 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.
- The board shall develop policies that limit the latitude the Executive Director may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions, and circumstances that would be unacceptable to the Board even if they were to be effective. 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 which are the authority of the Executive Director.
- As long as the Executive Director uses any reasonable interpretation of the Board's Ends and Executive Limitations policies, the Executive Director is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities. Such decisions of the Executive Director shall have full force and authority as if decided by the Board.
- The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and Executive Director domains. By doing so, the Board changes the latitude of choice given to the Executive Director. But as long as any particular delegation is in place, the Board shall respect and support the Executive Director's choices.
- The Executive Director will meet ORS standards by applying for grants that strengthen opportunities for Marion and Polk County children and families. Grants are intended to bring in additional resources for services in Marion and Polk counties and to be coordinated with community partners. The Executive Director will work with the community to mitigate direct competition for grant funding.

### **MONITORING EXECUTIVE DIRECTOR PERFORMANCE**

The Executive Director's job performance will be systematically monitored by Executive Director job outputs: organizational accomplishment of board policies on Ends and organizational operation within the boundaries established in board policies on Executive Limitations.

- Monitoring is simply to determine the degree to which Board policies are being met. Information that does not do this will not be considered monitoring information.
- The Board shall acquire monitoring information by one or more of three methods:

1. By internal report, in which the Executive Director discloses interpretations and compliance information to the Board.
  2. By external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies.
  3. By direct Board inspection, in which a designated member or members of the board assess compliance with the appropriate policy criteria.
- The Board shall judge both the reasonableness of the Executive Director's interpretation and whether the data demonstrate accomplishment of the interpretation.
  - The standard for compliance shall be any reasonable Executive Director interpretation of the Board policy being monitored. The Board is final arbiter of reasonableness and shall judge with a "reasonable person" test rather than with interpretations favored by individual Board members.
  - All policies that instruct the Executive Director 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 REVIEW & ASSIGNMENTS SCHEDULE**

<b>Policy</b>		<b>Month</b>
	NO MEETING	January
	Executive Director remunerations will be decided by the Board after a review of monitoring reports received in the last year.	February
Board Management Delegation	Unity of Control Delegation to the Executive Director	February
	Accountability of the Executive Director Monitoring Executive Director Performance Global Board Management Delegation	March
Global Ends	Global Ends Statements	April
	Board shall establish its cost of governance budget for the next fiscal year	May
Executive Limitations	Compensation and Benefits Financial Planning/Budgeting Financial Conditions and Activities	May
	Communication and Support to the Board Asset Protection Emergency Executive Director Succession	June
	Treatment of Staff Treatment of Contracting Organizations Global Executive Limitations	July
	NO MEETING	August
Governance Process	Governing Style Board Job Description Agenda Planning	September
	Chief Governance Officer's Role Board Secretary's Role Board's Treasurer's Role	October
	Board Member's Code of Conduct Board Committee Principles	November
	Cost of Governance Global Governance Process	December

## **GLOBAL ENDS**

### **GLOBAL END STATEMENTS**

- Children are ready for kindergarten.
- Families are stable and attached.
- Services for children and families are coordinated and aligned.

## Appendix I.

### GLOSSARY

#### Ends

The board's clear expectations on the organization's purpose that includes what results will be achieved for which recipients and at what cost. They define the changes to be made for persons outside the organization due to the organization's work. They are developed by the board with input from the owners, staff, and anyone else that can increase the board's wisdom.

#### Executive Limitations

The limits of acceptable staff behavior determined by the Board. They are developed in a proactive, but negative and boundary-setting way. They help determine the staff's means to ensure prudent and ethical conduct.

#### Means

The activities that occur to accomplish the desired ends. These may include personnel matters, financial planning, purchasing, programs, services, or curricula.

#### Ownership

In the policy governance model, the community organization's owners are the community as a whole. In this case, the community as a whole means the people who live in Marion and Polk Counties.

Policy Governance Model – An approach to board governance that includes:

- Being the on-site voice of ownership existing to represent and to speak for the interests of the owners.
- Its primary relationships are outside the organization with the owners.
- Total authority over the organization and total accountability for the organization on behalf of the ownership.
- Careful attention to the principles of sound delegation for management to carry out the work to be achieved and holding the Executive Director accountable for organizational performance and the means for obtaining it.
- Being clear about expectations, personalizing the assignments of those expectations and checking on results of the expectations.
- Clear expectation of organizational purpose that consists of what results for which recipients and at what cost.
- A highly disciplined, organized, and planned approach to board governance.

#### Reasonable Interpretation

The ordinary and customary meaning given by those of ordinary skill



**Appendix II.**  
**RAISE UP OREGON**

**Appendix III.**

**DRAFT THEORY OF CHANGE**

**Long Term Goal: Children Arrive Ready for Kindergarten  
Population: Children 0-5 and their families in Marion and Polk Counties**

<b>Short Term Goals</b>	<b>Activities &amp; Services</b>
Families are supported and engaged as their child’s first teachers.	<ul style="list-style-type: none"> <li>▪ Expand parenting education and family supports.</li> <li>▪ Scale culturally responsive home visiting.</li> </ul>
Families have access to high-quality (culturally responsive, inclusive, developmentally appropriate) affordable early care and education that meets their needs.	<ul style="list-style-type: none"> <li>▪ Expand access to, and build the supply of high-quality (culturally responsive, inclusive, developmentally appropriate) affordable infant-toddler early care and education that meets the needs of families.</li> <li>▪ Expand access to, and build the supply of, high-quality affordable preschool that meets the needs of families.</li> <li>▪ Strengthen childcare assistance programs.</li> <li>▪ Build the state’s capacity to ensure children are healthy and safe in childcare.</li> <li>▪ Improve the essential infrastructure for high-quality early care and education.</li> </ul>
The early care and education workforce is diverse, culturally responsive, high quality and well compensated.	<ul style="list-style-type: none"> <li>▪ Improve professional learning opportunities for the full diversity of the early care and education workforce.</li> <li>▪ Build pathways to credentials and degrees that recruit and retain a diverse early care and education workforce.</li> <li>▪ Compensate and recognize early childhood educators as professionals.</li> <li>▪ Improve state policy to ensure early care and education work environments guarantee professional supports.</li> </ul>
Early childhood physical and social-emotional health promotion and prevention is increased.	<ul style="list-style-type: none"> <li>▪ Ensure prenatal-to-age five health care services are comprehensive, accessible, high quality, and culturally and linguistically responsive.</li> <li>▪ Increase capacity to provide culturally responsive social-emotional supports for young children and their families.</li> <li>▪ Increase and improve equitable access to early childhood oral health.</li> <li>▪ Strengthen coordination among early care and education, health, and housing to promote health and safety for young children.</li> </ul>

<p>Young children with social-emotional, developmental, and health care needs are identified early and supported to reach their full potential.</p>	<ul style="list-style-type: none"> <li>▪ Ensure adequate funding of and access to a range of regional and community-based services, including Early Intervention/Early Childhood Special Education services.</li> <li>▪ Continue to prioritize screening through the health system and build pathways from screening to a range of community-based services and supports for children and families.</li> <li>▪ Prevent expulsion and suspension by strengthening state policies and supports to early care and education programs.</li> </ul>
<p>Children and families experience supportive transitions and continuity of services across early care and education and K-12 settings.</p>	<ul style="list-style-type: none"> <li>▪ Establish shared professional culture and practice among early care and education and K-3 that supports all domains, including social-emotional learning.</li> <li>▪ Improve the Oregon Kindergarten Assessment to better support decision-making between early learning and K-12 stakeholders.</li> </ul>

**Long Term Goal: Children are Raised in Healthy, Stable, and Attached Families  
Population: Children 0-5 and their families in Marion and Polk Counties**

<b>Short Term Goals</b>	<b>Activities &amp; Services</b>
<p>Parents and caregivers have equitable access to support for their physical and social-emotional health.</p>	<ul style="list-style-type: none"> <li>▪ Increase equitable access to reproductive, maternal, and prenatal health services.</li> <li>▪ Improve access to culturally and linguistically responsive, multi-generational approaches to physical and social-emotional health.</li> </ul>
<p>All families with infants have opportunities for connection</p>	<ul style="list-style-type: none"> <li>▪ Create a universal connection point for families with newborns.</li> <li>▪ Provide paid family leave.</li> </ul>
<p>Families with young children who are experiencing adversity have access to coordinated and comprehensive services.</p>	<ul style="list-style-type: none"> <li>▪ Expand and focus access to housing assistance and support for families with young children.</li> <li>▪ Provide preventive parenting support services to reduce participation in the child welfare system.</li> <li>▪ Improve the nutritional security of pregnant women and young children, particularly infants and toddlers.</li> <li>▪ Link high-quality early care and education, self-sufficiency, and housing assistance programs.</li> </ul>

**Long Term Goal: The Early Learning System is Aligned, Coordinated, and Family Centered**

**Population: Children 0-5 and their families in Marion and Polk Counties**

<b>Short Term Goals</b>	<b>Activities &amp; Services</b>
State-community connections and regional systems are strengthened.	<ul style="list-style-type: none"> <li>▪ Ensure family voice in system design and implementation.</li> <li>▪ Ensure family-friendly referrals.</li> <li>▪ Further develop the local Early Learning Hub system.</li> </ul>
Investments are prioritized in support of equitable outcomes for children and families.	<ul style="list-style-type: none"> <li>▪ Ensure resources are used to reduce disparities in access and outcomes.</li> <li>▪ Align and expand funding opportunities for culturally specific organization.</li> </ul>
The alignment and capacity of the cross-sector early learning workforce is supported.	<ul style="list-style-type: none"> <li>▪ Support consistent, high-quality practice among all professionals in the family-and child-serving early learning workforce.</li> <li>▪ Improve cross-sector recruitment, retention, and compensation.</li> </ul>
The business and philanthropic communities champion the early learning system.	<ul style="list-style-type: none"> <li>▪ Educate business leaders on the economic value of early care and education to the Oregon economy.</li> <li>▪ Introduce business leaders to the science of early childhood development and the impact of public investment.</li> </ul>
The data infrastructure is developed to enhance service delivery, systems building, and outcome reporting.	<ul style="list-style-type: none"> <li>▪ Strengthen data-driven community planning.</li> <li>▪ Integrate early learning data into Statewide Longitudinal Data System.</li> <li>▪ Develop and implement a population survey to track the well-being of children and families across Oregon.</li> <li>▪ Create and use an early learning system dashboard to create shared cross-sector accountability for outcomes for young children and their families.</li> </ul>

**Appendix IV.**  
**STRATEGIC PLAN**