

Policy Type: Ends

Policy 1.0.A: Phi Kappa Theta actively develops men to be effective leaders who passionately serve society, fraternity, and God *(this is our Mission)*

Policy 1.0.B: Phi Kappa Theta will be known as the premier human development organization inspiring confidence through life experiences. *(this is our Vision)*

Policy 1.1.A: Leadership Development

Phi Kappa Theta actively develops the next generation of business, professional, and civic leaders by providing real world experience. Campus organizations, communities and employers worldwide seek Phi Kappa Theta members because they are ethical, value based, and socially responsible leaders. Phi Kappa Theta leaders are known for their ability to inspire and serve others, take intelligent risks, and learn from their mistakes. Phi Kappa Theta is recognized as society's leadership incubator.

Policy 1.1.B: Intellectual Development

Phi Kappa Theta attracts intellectually motivated men who share a passion for lifelong knowledge, learning, and development. Phi Kappa Theta exceeds the all men's average GPA and graduation rates of our host institutions by providing an intellectually stimulating environment and consistent standards of academic performance. Phi Kappa Theta challenges members to maximize their lifelong personal and professional development.

Policy 1.1.C: Spiritual Development

Phi Kappa Theta Brothers explore their natural curiosity about spirituality and individual purpose. Phi Kappa Theta's Ritual is a guide to help men develop spiritually. Phi Kappa Theta embraces its Catholic heritage, welcomes diversity, and embodies the moral values upon which it was established.

Policy 1.1.D: Social Development

Phi Kappa Theta fosters human development through community service, philanthropy and social interaction. Phi Kappa Theta members are socially engaged, recognizing their responsibility to affect positive change in themselves and others. Phi Kappa Theta's values are demonstrated through the actions of our members, who better their communities as citizens in a global society.

Policy 1.1.E: Fraternal Development

Phi Kappa Theta is a committed journey of lifelong brotherhood. Phi Kappa Theta maintains its relevance through a valuable network of collegiate and alumni members. Phi Kappa Theta challenges its members to accept responsibility for all Brothers, their communities and society.

Policy Type: Executive Limitations

Policy 2.0: Global Executive Constraint

The Executive Vice President shall ensure that any practice, activity, decisions, or organizational circumstance is lawful, prudent, and in full compliance with Phi Kappa Theta's Constitution, By-laws, Board Governance Policies and commonly accepted business and professional ethics.

Policy 2.1: Treatment of Collegiate and Alumni Members

With respect to interactions with current and potential collegiate and alumni members, the Executive Vice President shall ensure that conditions, procedures, communications and decisions are safe, dignified, or unobtrusive, and provide the appropriate measure of confidentiality or privacy. Accordingly, the Executive Vice President shall:

1. Use methods of collecting, reviewing, transmitting, or storing member information that protect against improper access to the material elicited.
2. Provide appropriate accessibility and privacy in the Executive Office.
3. Make available to members the rights and obligations of membership in Phi Kappa Theta.
4. Inform members of this policy.
5. Provide an opportunity to be heard if they believe the policies have been violated.
6. Provide a means for submitting an appeal to the Board on the grounds that they have not been offered a reasonable interpretation of the policy by the Executive Vice President.

Policy 2.2: Treatment of Stakeholders

The Executive Vice President shall create conditions that promote and enhance the working relationships with stakeholders.

Policy 2.3: Treatment of Professional Staff and Volunteers

With respect to the treatment of both professional staff and volunteers, the Executive Vice President shall ensure they are treated with fairness and dignity.

Regarding the treatment of professional staff, the Executive Vice President shall establish and maintain an Employee Handbook containing written personnel policies that:

1. Establish an internal grievance policy that allows professional staff to appeal to the Board when they allege the Executive Vice President is violating or has violated federal laws, state laws, local laws, the Phi Kappa Theta Constitution, By-laws, Board Governance policies or the human rights of the individual.
2. Provide whistle-blower protection to those who bring allegations that a staff member is or has engaged in financial or administrative mismanagement, an illegal/unlawful act, and/or any other inappropriate or unethical practice to the attention of the Executive Vice President or the Board of Trustees.
3. Protect professional staff from wrongful personnel practices or workplace conditions such as grossly preferential treatment for personal reasons.

4. Acquaint professional staff with the Executive Vice President's interpretation of their protections under this policy.
5. Prescribe written rules governing the recruitment, hiring, orientation, training, supervision, evaluation, disciplining, promotion and termination of professional staff, as well as other personnel-related matters.

Regarding the treatment of volunteers, the Executive Vice President shall establish and maintain a Volunteer Handbook containing written policies governing the recruitment, orientation, training, supervision, evaluation, disciplining and dismissal of volunteers, as well as other volunteer-related matters.

Policy 2.4: Financial Planning and Budgeting

The Executive Vice President shall ensure that all financial planning for any fiscal year or the remaining part of any fiscal year is consistent with the Board's Ends priorities and does not jeopardize the fraternity's financial stability and soundness.

The Executive Vice President shall submit a written annual budget to the Board and obtain the Board's written approval of it prior to the start of each fiscal year. Accordingly, the Executive Vice President shall utilize a budgeting model that:

1. Contains sufficient information to enable a credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of budgeting assumptions.
2. Ensures that expenditures in any fiscal year are conservatively projected and do not exceed the funds anticipated to be received in that period.
3. Provides sufficient funds for Board prerogatives during the year, as set forth in the Cost of Governance policy, as specified in Policy 3.7.
4. Does not increase Phi Kappa Theta's existing line of credit of one hundred thousand U.S. dollars.

Policy 2.5: Financial Condition and Activities

The Executive Vice President shall ensure that the fraternity's actual continuing financial condition and activities do not jeopardize or substantially deviate from actual expenditures or priorities established by the Board in the Ends policies. Accordingly, the Executive Vice President shall:

1. Settle payroll in a timely manner.
2. Ensure that tax payments or other government ordered payments or filings are current and are accurately filed.
3. Aggressively pursue receivables after a reasonable grace period.

Further, without limiting the scope of the foregoing by this enumeration, the Executive Vice President shall:

1. Ensure that expenditures do not exceed the funds that have been received in the fiscal year to date unless:
 - a. The debt to be incurred by the organization can be repaid by certain, otherwise unencumbered revenues within 330 calendar days; and

- b. The Board has granted prior written approval of any single or incremental expenditure that is greater than \$10,000.
2. Ensure that an independent audit is conducted within 90 calendar days of the end of the fiscal year.
3. Not acquire, encumber or dispose of real property.
4. Ensure that Phi Kappa Theta Foundation grant funds are used for educational programs and scholarships, consistent with IRS standards.
5. Adhere to Phi Kappa Theta Foundation grant policies and processes.

Policy 2.6: Emergency Executive Vice President Succession Plan

The Executive Vice President shall develop and maintain on file a written, up-to-date Emergency Executive Vice President Succession Plan that identifies at least one other individual who has the experience to administer the fraternity on an interim basis if the Executive Vice President should suddenly resign or otherwise permanently separate from Phi Kappa Theta Fraternity. Such individual shall serve in the position on an interim basis until a permanent Executive Vice President has been appointed by the Board of Trustees. The written Emergency Executive Vice President Succession Plan shall be approved by the Board of Trustees, with all access codes and keys maintained outside the Executive Offices.

Policy 2.7: Asset Protection and Business Continuity

The Executive Vice President shall ensure that the fraternity's assets are protected, adequately maintained and/or not exposed to unnecessarily high risks. Further, without limiting the scope of the foregoing by this enumeration, the Executive Vice President shall:

1. Designate an individual from either within or outside the fraternity to administer the fraternity on an acting, temporary basis whenever the Executive Vice President plans to be absent from the office for more than five (5) business days due to administrative, sick or vacation leave or for any other authorized reason(s). The designated individual shall serve in this acting capacity until the Executive Vice President has resumed the responsibilities of the position.
2. Insure against theft, casualty, and liability losses to professional staff and volunteers and to Phi Kappa Theta itself in an amount appropriate to that utilized by comparable organizations.
3. Ensure that all employees with access to substantial amounts of funds are covered by a fidelity bond.
4. Ensure that the Executive Office and equipment are maintained in good working condition and are not subjected to improper wear and tear.
5. Protect intellectual property, information, files and historical archives from loss or significant damage.
5. Establish a document retention and destruction plan in accordance with provisions of applicable law and Board policies.
6. Ensure that the receipt, processing and disbursement of funds are done under controls that are sufficient to meet the Board-appointed auditor's standards.
7. Ensure that funds are placed in Board-approved financial entities.
8. Ensure that the organization's public image, fiscal integrity or credibility, particularly in ways that would hinder its accomplishment of mission, is not jeopardized. This includes but is not limited to conducting a fiscal audit of any account or program.

9. Develop and maintain a Continuity of Operations Plan (COOP) for the national headquarters, including but not limited to phone, email, computer data and services, and physical mail operations.
10. Not dispose of any assets that exceed \$5,000 in net book value, without the Board's prior written approval.

Policy 2.8: Fraternity Sustainability

The Executive Vice President shall establish a plan and strategy for achieving numerical membership and chapter growth goals.

Policy 2.9: Compensation and Benefits

With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the Executive Vice President shall ensure that the fraternity's fiscal integrity or public image is not jeopardized.

Further, without limiting the scope of the foregoing by this enumeration, the Executive Vice President shall not:

1. Change the compensation, pension or fringe benefits of the Executive Vice President without the Board's prior written approval.
2. Promise or imply permanent or guaranteed employment to prospective or current employees.
3. Establish or change the pension benefits of employees without the Board's prior written approval.
4. Adjust any employee's compensation unless it is commensurate with documented performance standards and documented performance appraisal.

Policy 2.10: Communication and Support to the Board

The Executive Vice President shall ensure that the Board is fully informed and/or supported in its work. Further, without limiting the scope of the foregoing by this enumeration, the Executive Vice President shall:

1. Submit monitoring data required by the Board (see policy on Monitoring Executive Vice President Performance) in a timely, accurate and understandable fashion, directly addressing provisions of Board policies being monitored.
2. Advise the Board of relevant trends, anticipated adverse media coverage, material external and internal changes, and particularly changes in the assumptions upon which any Board policy has previously been established.
3. Advise the Board if, in the Executive Vice President's opinion, the Board is not in compliance with its own policies on Board Governance Process and on Board-Executive Vice President Linkage, particularly in the case of Board behavior that is perceived to be detrimental to the working relationship between the Board and the Executive Vice President.
4. Assist the Board by encouraging, soliciting and marshalling as many staff and external points of view, issues and options as needed for reasonably informed Board choices.

5. Present information in clear, simple and easy-to-understand language and format that differentiates among at least three types of information: monitoring, decision preparation, and incidental.
6. Provide incidental information reports including but not limited to chapter closures, chapter discipline and unsafe conditions.
7. Provide a mechanism for official Board, officer or committee communications.
8. Deal with the Board as a whole except when:
 - a. Fulfilling individual requests for information; or
 - b. Responding to officers or committees duly created and charged by the Board.
9. Report in a timely manner an actual or anticipated noncompliance with any Board policy.

Policy 2.11: Use of Esoteric Materials

The Executive Vice President shall:

1. Protect content that appears only in the esoteric sections of the Fraternity's Ritual Book.
2. Refuse to allow the verbal or written use of the above mentioned esoteric content beyond the scope of use expressly permitted by the Constitution, By-laws, Board Governance Policies adopted by the Board of Trustees or the Convention of Phi Kappa Theta.

Policy 2.12: Privacy Policy

The Executive Vice President shall not release personal information of the Fraternity members to outside parties without securing the Board's prior approval. This shall include information concerning membership, records, academic performance and financial contributions.

The Executive Vice President shall provide the Board with a confidential explanation of the circumstances surrounding employees whose suspension, separation or termination from employment or service has been or is being appealed or contested by the employee or volunteer or is likely to subject the fraternity to litigation or negative publicity.

Policy Type: Board Governance Process

Policy 3.0 – Global Governance Commitment

The purpose of the Board of Trustees, on behalf of collegiate and alumni brothers and chapters, is to ensure that the practices, activities, decisions and organizational structures are consistent with provisions of the Phi Kappa Theta Constitution, By-laws and Board Governance Policies, are carried out in a lawful, fair and prudent way, and adhere to commonly accepted business and professional ethics standards.

Policy 3.0 – Global Governance Commitment

Policy 3.1 – Governing Style

Consistent with the Fraternity's Mission, heritage, fraternal values, and ethics, the Board will govern with an emphasis on:

1. Outward vision rather than an internal preoccupation.
2. Encouragement of diversity in viewpoints.
3. Strategic leadership more than administrative detail.
4. Clear delineation of Board and Executive Vice President roles and responsibilities.
5. Collective rather than individual decisions.
6. Present and future Ends.
7. Active rather than reactive decision-making.
8. Collaboration and cooperation with the Executive Vice President, rather than separation and isolation.

Accordingly, the Board of Trustees will:

1. Cultivate a sense of group responsibility. The Board and the Executive Vice President will be jointly responsible for promoting excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board may use the expertise of individual Board members and collegiate or alumni members to enhance the ability of the Board to act as a body, rather than to substitute individual judgments for the Board's values.
2. 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 (Ends).
3. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as compliance with Board policies, attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability.
4. Provide for the orientation of new and updating of current Board members in the Constitution, By-laws, and Board's Governance process, as specified in Policy 3.7, and will engage in periodic Board discussion of process improvement.
5. Ensure that any officers, individuals or committees of the Board shall carry out their duties and obligations in a timely, responsible and objective way.

6. The Board will continuously monitor and discuss the Board's process and performance on a regular basis. Self-monitoring will include comparison of Board activity and discipline to policies in the Board Governance Process and Board-Executive Vice President Linkage categories.

Policy 3.2 – Board Job Description

As an informed agent of the ownership, the Board of Trustees shall make certain that its specific job outputs are those that ensure appropriate organizational performance. Accordingly, the Board has direct responsibility to:

1. Create the link between the ownership and the operational organization.
2. Devise written governing policies, which, at the broadest levels, address each category of organizational decision:
 - 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, which 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; and
 - d. Board-Executive Vice President Linkage: How power is delegated and its proper use monitored; the Executive Vice President's role, authority, and accountability.
3. Produce assurance that the Executive Vice President has complied with Board-adopted accountability requirements, as specified in Policy 4.2.
4. Oversee matters of Ritual and all associated esoteric aspects of the Fraternity.

In addition, Board members may serve on Board committees or on Joint Board/Staff committees at the request of the Board President.

Policy 3.3 – Board Agenda Planning

To accomplish its job products with a governance style consistent with Board policies, the Board of Trustees will follow an annual agenda that:

1. Completes a re-examination and re-assessment of Ends policies annually to determine whether any of its provisions should be revised.
2. Continually improves Board performance through Board-member education and enriched input and deliberation.
3. Includes a process and methodology for monitoring the Executive Vice President, as specified in Policy 4.4.
4. Includes a process and methodology for deciding whether any adjustments should be made in the Executive Vice President's compensation and fringe benefits. The Board's decision will be reached after it has completed a review of monitoring reports received in the month of April of the current fiscal year and after it has assessed the Executive Vice President's performance, as specified in Policy 4.4.
5. Keeps the Board informed of pertinent issues related to operation of the fraternity. As a minimum, this will be accomplished by having the Board liaisons to Board and Joint Board/Staff committees provide a report of the committee's activities to the Board.

Policy 3.4 – Role of the President

The President assures the integrity of the Board's process and occasionally represents the Board to outside parties. Accordingly:

1. The job result of the President is that the Board behaves consistently with its own rules.
 - a. Meeting discussion content will be focused on those issues which, according to Board policy, clearly belong to the Board to decide, not on issues that clearly belong to the Executive Vice President;
 - b. Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point; and
 - c. The President shall set the agenda for each Board meeting in collaboration with the remainder of the Board and the Executive Vice President.
2. The authority of the President consists in making decisions that fall within topics covered by Board policies on Governance Process and Board-Executive Vice President Linkage, with the exception of (1) employment or termination of an Executive Vice President; and (2) where the Board specifically delegates portions of this authority to others. The President is authorized to use any reasonable interpretation of the provisions in these policies, as follows:
 - a. The President is empowered to chair Board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing);
 - b. The President has no authority to make unilateral decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the President shall consult with the Board and receive the Board's prior approval before directing the Executive Vice President to alter his role in implementing the policies;
 - c. The President may represent the Board to outside parties in announcing Board-stated positions, policies and interpretations within the area delegated to him; and
 - d. The President may delegate the authority noted in 2. c. above, but remains accountable for its use.
3. The President shall appoint members to committees of the Board and to Joint Board/Staff committees with the advice and consent of the Board.

Policy 3.5 – Board Members’ Code of Conduct

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

1. Board members must have loyalty to the ownership, unconflicted by loyalties to staff, other organizations, and any personal interest as a brother.
2. Board members must avoid conflict of interest with respect to their fiduciary responsibility.
 - a. Board members shall not engage in self-dealing or business with another Board member and/or the organization except when openness and appropriate competition are ensured;
 - b. When the Board is to decide upon an issue about which a Board member has an unavoidable conflict of interest, that member shall absent (recuse) himself without comment from the vote, and may elect to absent himself from deliberation;
 - c. Board members shall not use their Board position to obtain employment in the organization for themselves, family members, or close associates. If a Board member decides to apply for employment with the fraternity, he must first resign from the Board; and
 - d. Board members will annually disclose their involvement with other organizations, vendors, or any other associations that might produce an apparent or actual conflict of interest.
3. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies:
 - a. Board members must recognize their lack of authority to supervise or direct the actions of the Executive Vice President or staff members except when explicitly authorized by the full Board to do so;
 - b. Board members must recognize their lack of authority to interact ~~on~~ with the public, press or other entities and/or to speak for the Board except to repeat explicitly-stated Board decisions; and
 - c. Board members shall not express personal opinions about the Executive Vice President’s or any staff member’s performance outside the purview of a Board meeting, committee meeting or other official internal component of the fraternity.
4. Board members will respect the confidentiality appropriate to issues of a private or sensitive nature.
5. Board members will be properly prepared for Board deliberation.
6. Board members are expected to make financial donations and/or provide in-kind service to the fraternity to the best of their ability and resources each year.
7. Board members are expected to attend all Board meetings unless their absence is approved in advance by the President.

Policy 3.6 – Board Committee Principles

Board committees will be assigned so as to reinforce the wholeness of the Board's job and so as never to interfere, conflict with or usurp the authority of the Executive Vice President to carry out and implement the Board's policies. Accordingly:

1. The Board has the authority to create as many committees as it deems necessary and appropriate to carry out its responsibilities. However, the Board should be judicious and cautious in the number of committees it creates so that Board members are not so overly committed as to render the Board as a whole incapable of carrying out its collective responsibilities in a timely and effective way.
2. Appointments to committees shall be based primarily on the Board member's expertise, interest and objectivity in relation to the committee's purpose. Board members should not be appointed to a committee dealing with issues that might jeopardize their impartiality or subject them to an apparent or actual conflict of interest.
3. The Board has the authority to create standing or ad-hoc committees consisting exclusively of Board members.
4. The Board has the authority to create Joint Board/Staff committees, consisting of a combination of Board members appointed by the Board President, volunteer and professional staff appointed by the Executive Vice President and collegiate and/or alumni members appointed by either or both the Board President and the Executive Vice President.
5. Board-created committees are designed primarily to help the Board carry out its responsibilities under the Constitution, By-laws and Board Governance Policies, not to infringe on the authority of the Executive Vice President to carry out Board policies. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board-created committees will normally not have direct dealings with current staff operations, except that Joint Board/Staff committees may address subjects that cut across the Board's and the Executive Vice President's areas of responsibility, subject to the limitations specified above in Policy 3.6.
6. Board-created committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority of Board committees will be carefully stated in order not to conflict with authority delegated to the Executive Vice President.
7. Board-created committees cannot exercise authority over staff. Because the Executive Vice President works for the full Board, he will not be required to obtain approval of a Board committee before taking an authorized executive action.
8. This policy applies to any group which is formed by Board action, whether or not it is called a committee and regardless of whether the group includes Board members.

Policy 3.7 –Investing in Governance

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

1. The Board shall recruit, orient and train newly elected or appointed Board members and periodically re-train existing Board members in the knowledge, skills, methods and supports that they need to serve as informed and effective trustees and to promote and assure excellence in governing.
2. In accordance with Policy 3.1, 4., the Board shall devise a Board Orientation and Operations Manual and ensure its transmittal to all Board members either in written or electronic format or both. The Manual should be updated periodically and re-distributed to all relevant parties:
 - a. Training and retraining will be used liberally to orient newly elected and/or appointed Board members and candidates for prospective Board membership, as well as to maintain and increase existing Board members' skills and understandings;
 - b. Outside monitoring assistance may be arranged so that the Board can exercise confident control over organizational performance; and
 - c. Outreach mechanisms will be used as needed to ensure the Board's ability to listen to owner viewpoints and values.

Policy Type: Board-Executive Vice President Linkage

Policy 4.0: Global Governance-Management Connection

The Board's sole official connection to the operational organization, its achievements and conduct will be through a Chief Executive Officer titled Executive Vice President. The Executive Vice President shall have the authority to create committees consisting of professional staff and volunteers to assist him in carrying out his responsibilities in implementing the Board's policies.

Policy 4.1: Unity of Control

Only officially adopted motions of the Board are binding on the Executive Vice President. Accordingly:

1. Decisions or instructions of individual Board members, officers, committees, or members (as owners) are not binding on the Executive Vice President 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 Executive Vice President may refuse such requests that require, in the Executive Vice President's opinion, an unreasonable or inordinate amount of staff time or funds or would be disruptive to day-to-day operations.
 - a. The Executive Vice President shall inform the Board member or committee of any such refusal; and
 - b. The Executive Vice President shall also inform the Board President of any such refusal.

Policy 4.2: Accountability of the Executive Vice President

The Executive Vice President is the Board's only link to the operational achievement and conduct, so that all authority and accountability of the professional staff and volunteers, as far as the Board is concerned, is considered within the authority and accountability of the Executive Vice President. Accordingly:

1. The Board shall never give instructions or orders to professional staff members or volunteers who report directly or indirectly to the Executive Vice President.
2. The Board shall refrain from evaluating, either formally or informally, any staff member or volunteer other than the Executive Vice President.
3. The Board shall view the Executive Vice President's performance as identical to the organizational performance, so that the Executive Vice President's ability to accomplish Board-stated Ends, even if he avoids utilizing the Board-proscribed means, will be viewed as successful Executive Vice President performance.

Notwithstanding the above provisions, the Board may offer advice and suggestions to the Executive Vice President on issues and responsibilities under his authority, including those affecting any staff member or volunteer, so long as the Board recognizes the Executive Vice President's authority to decide such issues and responsibilities and so long as the Board does not interfere with or usurp the authority of the Executive Vice President to implement Board policies.

Policy 4.3: Delegation to the Executive Vice President

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

1. The Board will develop policies instructing the Executive Vice President to achieve certain results, for certain 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 (See Policy 1.0-1.1E).

2. The Board will develop policies that limit the latitude the Executive Vice President 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 (See Policy 2.0-2.12).
3. As long as the Executive Vice President uses a reasonable interpretation of the Board's Ends and Executive Limitations policies, the Executive Vice President is authorized to make all decisions, take all actions, establish all practices and develop all activities that are necessary to carry out the Board's Ends policies and that do not violate the Executive Limitations policies or provisions of the Constitution, By-laws and Board Governance Policies.
4. The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and Executive Vice President domains. By doing so, the Board changes the latitude of choice given to the Executive Vice President. But as long as any particular delegation is in place, the Board will respect and support the Executive Vice President's authority to make such decisions and choices, subject to existing Board Limitations.

Policy 4.4: Monitoring Executive Vice President's Performance

The systematic monitoring of the Executive Vice President's job performance will be based on the Executive Vice President's job outputs. These are defined as the organization's accomplishment of the Board policies on Ends and organizational operation within the boundaries established in Board policies on Executive Limitations. Accordingly:

1. Monitoring is designed to determine the degree to which Board policies are being met. Data, which does not do this, will not be considered to be monitoring data;
2. The Board will acquire monitoring data by one or more of the three methods delineated below:
 - a. By internal report, in which the Executive Vice President discloses 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 or a committee of the Board assess compliance with the appropriate policy criteria.
 - i. The President and at least one other Board member shall have at least two conversations with the Executive Vice President each year to discuss the metrics (Means) being utilized to implement the established policy; and
 - ii. The President and the other Board member(s) shall report to the Board their discussions with the Executive Vice President.
3. In every case, the Board shall utilize a reasonable interpretation of the Board policy being monitored to determine the Executive Director's compliance with any Board policy.
4. A Board report that concludes the Executive Vice President was not in full compliance with any policy shall be accompanied by a Board explanation and recommendations on how the Executive Vice President must remedy any deficiencies and the time period for doing so.
5. All policies that instruct the Executive Vice President will be monitored at a frequency and by a method chosen by the Board.