

# Back Country Horsemen of America (BCHA)

## Policy Manual

PROPOSED FOR ADOPTION APRIL 2011



# BACK COUNTRY HORSEMEN OF AMERICA

## ABSTRACT

This document provides policies adopted by the BCHA National Board of Directors (NBD) to clarify roles and responsibilities for NBD governing versus day-to-day management. The NBD governs the organization and its process is described in governing process policy. Through proper delegation to the Executive Committee (EC), the NBD provides for day-to-day management. Through policy, the NBD describes what it wants in ends policy and prohibits any unacceptable actions or situations in EC limitations policy. The EC will set out to achieve the ends and avoid unacceptable means. The NBD will expect and monitor EC performance as directed by EC Delegation policy.

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## BACK COUNTRY HORSEMEN OF AMERICA GOVERNING POLICIES

### Policy Type: Ends

#### Background

Back Country Horsemen of America (BCHA) Constitution Article II states the objectives and purposes of the organization:

1. To perpetuate the common sense use and enjoyment of horses in America's back country and Wilderness areas.
2. To work to insure that public lands remain open to recreational stock use.
3. To assist the various government and private agencies in their maintenance and management of said resource.
4. To educate, encourage, and solicit active participation in the wise and sustaining use of the back country resource by horsemen and the general public commensurate with our heritage.
5. To foster and encourage the formation of new state back country horsemen's organizations.

**Policy Title: Global Ends Policy** (*suggested placeholder only...attempt to summarize BCHA Vision for the Future Policy, 2004*)

1.0 The Back Country Horsemen of America (BCHA) was established to ensure that conditions exist for all recreational stock users to have access to public lands. These conditions exist sufficiently to justify the dues and private contributions comparable to similar recreational organizations.

1.1 The public views back country horsemen as ethical and efficient stewards of the back country and wilderness areas.

1.1.1 Priority publics are those whose decisions are most likely to affect back country recreational stock use.

1.1.1.1 The highest priorities are legislators and Department of the Interior, U.S. Department of Agriculture, and other regulatory agencies.

1.2 Members' skills in trail work and Leave No Trace practices improve continually through education and sharing of information.

### Policy Type: Board – Executive Committee Delegation

#### Background

**This policy area covers partial ceded authority by the National Board of Directors (NBD)** to the Executive Committee for the purposes of accomplishing the Ends Policy. (This policy is consistent with the "Executive Director" policies of 2005, 2006, and 2009; "Strategic Planning" policies 2004, 2005, 2008; National Chairman Duties policy adopted 4/26/2002; Vice Chair Duties adopted 4/26/2002; BCHA Job Description Office of Treasurer policy). *New: Until BCHA has developed a sustainable funding plan to hire an Executive Director, the*

*Executive Committee will act as volunteer managers and serve the wishes of the NBD as stated in the Ends and Executive Committee Limitations policies.*

**Policy Title: Global Administration, Public Lands, and Fundraising Authority**

2.0 Accountability and authority for public lands issues management, administration of Back Country Horsemen of America (BCHA), and fundraising rests with the Executive Committee. The Executive Committee is the National Board of Director's sole contact with those areas of operation. The NBD will instruct the Executive Committee through written policies that specify the ends to be achieved and limiting the means or situations and actions to be avoided. The NBD will allow any reasonable interpretation of these policies

- 2.1 The Executive Committee value-added outputs are designed to be complimentary to and in alignment with the mission, purposes, and goals of the BCHA and are described as Ends policies.
- 2.2 The NBD will have Limiting policies that describe those practices, activities, decisions, and circumstances that would be unacceptable to the NBD even if they were to be effective.
- 2.3 The Executive Committee will ensure that all communications with the public remain within the position statements and resolutions adopted by the NBD (currently titled Section 6 of the Policy Manual, revised 4/2007).
  - 2.3.1 Cache Policy supporting elimination of caches in wilderness (1991).
  - 2.3.2 Categorical Exclusions Policy endorsing USFS policy on Categorical Exclusions (1997).
  - 2.3.3 Cross Country/Off System Travel Policy endorsing USFS, BLM, NPS, and US F&WS trail management using site-specific basis rather than "blanket policy" regarding restrictions of off system travel with equines (4/2003).
  - 2.3.4 Support of Wilderness Act policy endorsing Wilderness Act of 1964 administrative rules and using scientifically sound data to preserve opportunities for primitive travel experience with saddle and pack stock (4/2003; April 22, 2005).
  - 2.3.5 Endangered Species policy opposing unjustified regulations or restrictions on back country recreational use due to wolf re-introduction or bear management policies developed by land management agencies (1994, 1995, 1998).
  - 2.3.6 Gentle Use policy to use those terms to describe the types of use and use of stock in the back country (2003).
  - 2.3.7 Noxious and Invasive Plants policy supporting management of invasive and noxious plants (1998).
  - 2.3.8 Training Strategies policy endorsing training of Forest Service personnel in livestock handling skills (April 28, 2007).
  - 2.3.9 User Fees policy opposing user fees for use of, or access to, undeveloped and disbursed areas including wilderness areas (1997, 1998, 1999).
- 2.4 The Executive Committee is the NBD's sole contact with Public Lands, Administration, and Fundraising . The EC is responsible for all linkage between BCHA publics and the NBD on national public lands, administration issues, and fundraising. The EC will be the "face" of BCHA to agencies, trail communities, and other BCHA publics.

2.5 The NBD may change its Ends and Limiting policies and shift the boundary between the NBD and the Executive Committee domains. By doing so, the NBD changes the ceded authority given to the Executive Committee. But as long as any particular ceded authority is in place, the NBD will respect and support the Executive Committee’s decisions.

**Policy Title: Monitoring Executive Committee Performance**

2.6 Systematic and ongoing monitoring of the Executive Committee will be solely against the expected outputs: accomplishment of NBD-specified Ends within the boundaries established in Limiting policies.

2.6.1 Monitoring is simply to determine the degree to which NBD policies are being met. The standard for compliance with board policies shall be any reasonable interpretation. Board policies shall be interpreted with regard to the board’s intent and the NBD will always use a “reasonable person” test rather than interpretations favored by individual board members.

2.6.2 The NBD will acquire monitoring information by one or more of three methods:

2.6.2.1 Internal report from the Executive Committee.

2.6.2.2 External, objective third party selected by the NBD to assess compliance with board policies.

2.6.2.3 Direct NBD inspection, in which a designated member or members of the NBD assess compliance with board policies.

2.6.3 All policies that instruct the Executive Committee will be monitored at a frequency and by a method chosen by the NBD and will ordinarily depend on a routine schedule. *(Please note the following are simply “placeholders” ...NBD needs to determine what works best.)*

<i>Policy</i>	<i>Method</i>	<i>Frequency</i>	<i>Month</i>
Ends	Internal	Annually	April
Global Executive Committee Constraint	Internal	Annually	April
Treatment of Members	Internal	Annually	April
Treatment of Staff	Internal	Annually	April
Financial Condition & Activities	Internal	Quarterly	Jan, Apr, Jul, Oct
	External Review	Annually	Jan
Financial Planning/Budgeting	Internal	Quarterly	Feb, May, Aug, Nov
Asset Protection	Internal	Annually	November
Communication to NBD	Internal		

## Policy Type: Executive Committee Limitations

### Background

This policy area covers limitations of means or situations and actions to be avoided by the Executive Committee in accomplishing the Ends Policy.

### Policy Title: Global Executive Committee Constraint

3.0 The Executive Committee shall not cause or allow any organizational practice, activity, decision, or circumstance that is either unlawful, imprudent, or in violation of the BCHA Constitution and commonly accepted business and professional ethics and practices.

### Policy Title: Treatment of Members

- 3.1 The Executive Committee shall not cause or allow conditions, procedures, or decisions that violate confidentiality or privacy, or are unnecessarily intrusive.
  - 3.1.1 The Executive Committee shall not collect information that does not clearly serve the needs of BCHA.
  - 3.1.2 The Executive Committee will not distribute the membership mailing list to nonmembers (replaces 1997 “Directory” policy and “Mailing List” policies 1992, 1998).

### Policy Title: Treatment of Staff

(Replaces NBD policies titled “Executive Director” and “Executive Secretary”, 1991, 1995, 1997, 1998; NBD policies titled “Executive Secretary Contract Review”, 1997, 1998)

- 3.2 The Executive Committee shall not cause or allow conditions that are unfair, undignified, disorganized, or unclear with respect to paid and volunteer staff. The Executive Committee will not:
  - 3.2.1 Operate without written rules that provide for effective handling of contract grievances and protect against wrongful conditions, such as nepotism and grossly preferential treatment for personal reasons.
  - 3.2.2 Retaliate against any staff member for ethical expression of dissent.

### Policy Title: Financial Planning/Budgeting

(Replaces Financial Process Policy 1998)

- 3.3 The Executive Committee shall not cause or allow financial planning for any fiscal year to deviate materially from the NBD’s Ends priorities, risk financial jeopardy, or fail to be derived from a multiyear plan (Strategic Planning policy adopted 4/2008).
  - 3.3.1 The Executive Committee will not allow budgeting to:
    - 3.3.1.1 Risk incurring situations or conditions described as unacceptable in the NBD policy titled “Financial Condition and Activities.”
    - 3.3.1.2 Omit credible projection of revenues and expenses.
    - 3.3.1.3 Fail to provide for dedicated Legal Fund with the criteria set forth below (replaces “Legal Fund” policies 2000, 2003, 2004, 2008):

- 3.3.1.3.1 Dedicated to legal cost to defend issues of national significance, having potential impact to, or setting precedent for, the management of back country and wilderness resources, trails, and access facilities as related to the use of saddle and pack stock.
- 3.3.1.3.2 Resources not available elsewhere in the budget.
- 3.3.1.3.3 All other efforts, including administrative review and/or appeals process, have been exhausted.
- 3.3.1.4 Fail to provide for National Equestrian Trails Advocacy by participating in American Horse Council's Recreation Trails Committee (policy adopted 4/2001).
- 3.3.1.5 Fail to provide less for NBD national board meetings; board prerogatives and initiatives described in governance process policies.

**Policy Title: Financial Condition and Activities**

(Replaces "Expenses to be Paid by BCHA" policies 1986, 1987, 1990, 1995, 2001; "BCHA Foundation" policies 1994, 1997, 1998, 1999).

3.4 With respect to the actual, ongoing financial condition and activities, the Executive Committee shall not cause or allow the development of financial jeopardy or material deviation from actual expenditures from NBD priorities established in Ends policies. Further, the Executive Committee will not:

- 3.4.1 Expend more funds that have been received in the fiscal year to date unless the NBD's debt guideline 3.4.2 is met.
- 3.4.2 Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within sixty days.
- 3.4.3 Use any long-term reserves.
- 3.4.4 Fail to settle debt in a timely manner.
- 3.4.5 Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
- 3.4.6 Make a single purchase or commitment of greater than \$\_\_\_\_\_. Splitting orders to avoid this limit is unacceptable.
- 3.4.7 Acquire real estate.

**Policy Title: Asset Protection**

(Replaces "Liability Insurance" policies 1995, 1998)

3.5 The Executive Committee shall not cause or allow BCHA assets to be unprotected, inadequately maintained, or unnecessarily risked. Further, the Executive Committee will not:

- 3.5.1 Fail to insure adequately against theft and casualty and against liability losses to board members, staff, and BCHA itself.
- 3.5.2 Allow non-bonded personnel access to material amounts of funds.
- 3.5.3 Unnecessarily expose the organization, the NBD, or staff to claims of liability.
- 3.5.4 Fail to protect intellectual property, information, and files from loss or significant damage.
- 3.5.5 Receive, process, or disburse funds under controls that are insufficient to meet GAAP standards.

- 3.5.6 Endanger the BCHA's public image, credibility, or its ability to accomplish its purposes as described in the Constitution.
- 3.5.7 Change the organization's name or substantially alter its corporate logo nor fail to ensure that the logo with the ® is on all official public documents (1998 Corporate Image policy; "Registration of the Name 'BCH America'" policies 1995, 1997, 1998).

**Policy Title: Communication to the NBD**

- 3.6 The Executive Committee will not:
  - 3.6.1 Neglect to submit monitoring reports as required by the NBD in its Delegation policy 2.6.3.
  - 3.6.2 Allow the NBD to be unaware of any actual or anticipated noncompliance with any Ends or Limitations policy regardless of the schedule outlined in Delegation policy 2.6.3.
  - 3.6.3 Allow the NBD to be unaware of any significant incidental information (e.g., anticipated legislative actions, threatened or pending lawsuits, material public environment changes) that affect the accomplishment of the BCHA Ends. (Replaces "Emergency Alert Network" policy dated 1986).
  - 3.6.4 Allow the NBD to be without a workable medium for official NBD, officer, or committee communications.
  - 3.6.5 Deal with the NBD in any way that favors or privileges certain NBD members over others, except when (a) fulfilling individual requests for information or (b) responding to committees duly charged by the NBD.

**Policy Title: Volunteers as Managers**

- 3.7 Executive Committee members will not fail to be sufficiently familiar with the NBD and BCHA operational issues and processes.

**Policy Title: Succession Planning**

- 3.8 Executive Committee members will not fail to insure that two committee members are sufficiently familiar with the board and BCHA operational issues and processes to enable either to take over with reasonable proficiency as an interim successor to the National Chair or other executive position.
  - 3.8.1 EC members shall not allow the National Chairman to be inadequately informed or to be unsupported in making succession appointments.

**Policy Type: Governing Process**

**Policy Title: Global Governing Process**

- 4.0 The BCHA board will govern lawfully, observing the Articles set forth in the BCHA Constitution, and using these policies as their principle method of communicating their interpretations of the Constitution and for disclosing their intentions for the organization. Accordingly,
  - 4.1 The NBD will direct, control, and inspire the organization with broad, yet carefully written policies that reflect the values and philosophy BCHA.



- 4.2 The NBD will cultivate a sense of group responsibility and enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance at physical or electronic meetings and preparation for meetings.
- 4.3 Continual board development will include orientation of new board members in the NBD's governing policies and periodic discussion of improvement (i.e., BCHA Handbook).

**Policy Title: NBD Job Description**

- 4.4 The NBD will be an informed agent of the membership as described in Article IV, Section 3 and Article VII, Section 2, Subsection e of the BCHA Constitution. The NBD will ensure appropriate organizational performance. Accordingly the NBD will provide:
  - 4.4.1 Linkage to the membership of BCHA, including two-way documented communications between the membership and the BCHA Executive Committee.
  - 4.4.2 Explicit written governing policies that realistically describe the board's intent for organizational decisions and situations.
    - 4.4.2.1 Ends – what the board wants to have happen.
    - 4.4.2.2 Board-Executive Committee Delegation – Ceding of specific, limited authority to the EC and how the board will monitor performance.
    - 4.4.2.3 Executive Committee Limitations – what situations or actions are unacceptable in achieving the Ends.
    - 4.4.2.4 Governing Process – how the NBD will conduct itself, to what it will hold itself accountable, and how it will monitor its own performance.
  - 4.4.3 Assurance of EC performance through rigorous and planned monitoring of Executive Committee ends outputs and limitations.
  - 4.4.4 An annual NBD agenda that is consistent with NBD policies, that reviews and explores Ends policies, and that improves NBD performance through NBD education and improved selection of issues for deliberation. Not all issues are NBD issues.

**Policy Title: Chair's Role (adopted 4/26/02)**

- 4.5 The National Chair shall be the chief governing officer of BCHA. The duties shall be subject to NBD policies. The National Chair will be the liaison between the EC and the NBD and ensure that governance integrity remains with the NBD.
  - 4.5.1 The assigned result of the National Chair's job is that the NBD behave consistently with its own policies, rules, and those rules legitimately imposed on it by law.
  - 4.5.2 Role as chief governance officer of NBD
    - 4.5.2.1 National Board Meeting (NBM) content will focus on those issues that are clearly NBD policy issues or those issues or Resolutions that have been submitted to the National Chair for consideration at least 60 days prior to the NBM (fulfills Resolution passed in 1999).
      - 4.5.2.1.1 Information that is neither for monitoring the Executive Committee nor legitimate NBD

decisions will be avoided or minimized and always noted as such.

4.5.2.1.2 Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.

4.5.2.1.3 Quarterly summary of BCHA activities prepared and submitted for publication in the state and national newsletters (policy adopted 1997).

4.5.3 Succession planning and ensuring timely appointment of Officers in the event of vacancies is the responsibility of the National Chair. In order to protect the NBD from sudden loss of National Chair or other officer, the National Chair shall not permit there to be fewer than two other EC members prepared to act as an interim successor until the NBD can select or elect new Officer positions. The National Chair will be responsible for appointing successors to any vacant officer position. (See EC members responsibilities in succession planning in policy 3.8)

**Policy Title: Vice Chair's Role (adopted 4/26/02)**

4.6 The Vice Chair shall assume the duties of the Chair when the Chair is absent. Duties shall be subject to NBD policies. In addition to the role as chief governing officer when the Chair is absent, the Vice Chair has the following Committee responsibilities:

- Chair Budget Committee
- Serve on the Contract Review Committee
- Serve on the National Board Expansion Review Committee
- Serve on the Audit Committee
- Serve on Public Liaison Committee and assist the Committee Chair

**Policy Title: Treasurer's Role (n.d.)**

4.7 The Treasurer is responsible to monitor the financial system of internal controls and make recommendations to the NBD for improvements to maintain reliable procedures.

4.8 The Treasurer shall act as signatory on checks, or otherwise provide evidence of authorization of payment, for the accounts payable process.

**Policy Title: Standing Board Committees**

*New: This policy area is intended to maintain committees that have a charge to report directly to the NBD, pending additional definition or clarification. In the event committees are consolidated or eliminated, responsibilities will be redistributed.*

4.9 Board committees will be assigned so as to reinforce the wholeness of the NBD's job and will not conflict or interfere with NBD delegation to the Executive Committee.

4.9.1 Affiliations Committee (n.d.)

4.9.1.1 A past National Chair or Public Liaison Chair chairs Affiliations Committee. Committee members are no more than six: one each from Public Liaison, the Wilderness, the Public Lands Committees, the Vice Chair and one other member.

4.9.1.2 Purpose

- Committee provides annual review to NBD of BCHA affiliation with other organizations. The review provides history, level of participation, and benefit of given affiliations to BCHA. The Committee shall be informed about current affiliations, screen and recommend participation of new affiliates or discontinuation with current affiliates.
- 4.9.2 Education Committee
- 4.9.2.1 Manages partnership with The Center for Outdoor Ethics, Wildlands Training Center and state members of BCHA (policy adopted 4/2008).
- 4.9.2.1.1 Follow the LNT Center for Outdoor Ethics Trainer Guidelines, have an agreement with the Center, and purchase Center’s insurance at a cost not to exceed \$\_\_\_\_\_.
- 4.9.2.1.2 Partner with a federal, state, or local organization that can and will provide liability coverage with existing insurance for classes at a cost not to exceed \$\_\_\_\_\_.
- 4.9.2.1.3 LNT Trainer Class held under existing limitations and conditions of local or state BCH organization.
- 4.9.3 Executive Committee (policies adopted 4/2008 & 4/2009)
- 4.9.3.1 Executive Committee is the Chair, Vice Chair, Treasurer, current Past Chair and five NBD.
- 4.9.3.1.1 Purpose
- 4.9.3.1.1.1 Assist Chair during period between National Board Meetings.
- 4.9.3.1.2 Term and Vacancies
- 4.9.3.1.2.1 Serve one-year term and elected annually.
- 4.9.3.1.2.2 In case of vacancy, Chair may appoint replacement.
- 4.9.4 Expansion Committee (4/2008)
- 4.9.4.1 Purpose
- 4.9.4.1.1 To promote and facilitate the expansion of BCHA nationwide.
- 4.9.5 Media Committee (n.d.)
- 4.9.5.1 Media Committee is comprised of eight members. Committee members who have skill or experience in public relations or communications are preferred.
- 4.9.5.2 Purpose
- Enhance the image of the BCHA through effective communication. Committee will develop strategies and multimedia tools to promote BCHA goals and objectives to membership, the general public, public land agencies, and legislators. Media Committee will partner with Education Committee for development and dissemination of public information. Chair responsible for overseeing and coordinating all activities of Committee.

- 4.9.5.2.1 Duties of the Chair
  - Solicit articles for BCHA newsletter and other commercial publications
  - Work closely with the executive secretary, newsletter editor, and webmaster
  - Annual progress report and budget proposal for media activities at NBD meeting
- 4.9.6 Nominating Committee appointed by National Chair (policy adopted 1997).
  - 4.9.6.1 Must consist of members from at least three state organizations.
  - 4.9.6.2 Eligible candidates for director positions are supplied by Executive Secretary and included in NBM agenda distributed at least 30 days prior to NBM.
  - 4.9.6.3 Slate of candidates will be presented on first day of NBM.
- 4.9.7 Public Lands and Wilderness Committee (combined and revised 2006)
  - 4.9.7.1 Committee has no more than 10 members. Membership may include persons with expertise who are not National Board Members.
  - 4.9.7.2 Purpose
    - Assist the NBD, the state organizations, and local chapters in evaluating the policies and procedures of public land management agencies (federal, state, and local) and to provide guidance on how to deal with management issues affecting saddle stock and pack stock use. The Committee shall act as a conduit between the Executive Committee and state organizations. In addition, the Committee will serve as a source of expertise, knowledge, and information available to BCHA state and chapter units.
  - 4.9.7.2.1 The Committee will advise the Executive Committee regarding:
    - 4.9.7.2.1.1 Action response system for dealing with federal land issues that have implications affecting recreational stock use.
  - 4.9.7.3 The Chair of the Committee is responsible for:
    - Organizing and overseeing the functions of the Committee, including preparation of agenda and support materials for Committee meetings.
    - Primary contact for Executive Committee.
    - Responsible for submitting periodic reports regarding current or emerging issues to the Executive Committee.
    - Responsible for recommending budget for Committee work at NBM including:

- Qualified consultants or other outside resources needed to deal with specific issues.
- 4.9.8 Public Liaison Committee( n.d.)
  - 4.9.8.1 Public Liaison Committee shall be three members. Other members may be appointed by the Chair as needed to represent BCHA at specific functions or in specific geographic locations. Members must have long-term membership in BCHA, must be a former officer of the Board, and have knowledge of BHCA issues and public relations positions.
  - 4.9.8.2 Purpose and duties
    - Represent and/or coordinate activities beneficial to BCHA in furthering the mission and goals established by the NBD.
    - Maintain communication with land management agencies. Coordinate and provide BCHA representation at events.
    - Coordinate and maintain communications and networking with other back country and trail organizations.
    - Provide articles to national newsletter to increase awareness of public activities, projects, and volunteer efforts promoted by BCHA.
    - Submit a report to NBD summarizing the annual activities of the Committee, including outline of proposed future activities and projects.
    - Provide annual budget to NBD for Committee work. Review, approve, and monitor expenditures of the Committee. Approve resources and assignments of BCHA representative at events.
    - Coordinate and collaborate with other organizations to assist Affiliations Committee in making recommendations for affiliates or partnerships.
- 4.9.9 Vision Committee (n.d.)
  - 4.9.9.1 The Vision Committee is seven to eight members.
  - 4.9.9.2 Purpose
    - Provide ongoing focus on the mission and goals of the BCHA and insure the organization adheres to its founding principles. By looking ahead, Vision Committee will provide direction to BCHA to meet emerging challenges.
- 4.9.10 Volunteer Hours Committee appointed by National Chair.
  - 4.9.10.1 Volunteer Hours Committee also serves as Awards Committee.
    - 4.9.10.1.1 Committee accepts applications from any state or chapter/unit for recognition and award for volunteer projects and educational programs for the past year.

- 4.9.10.1.2 Programs and projects can include, but are not limited to, trail maintenance projects, trail construction, trailhead construction, educational programs, and youth programs.

## Back Country Horsemen of America – Policy Manual

### Glossary of Terms

**Board of Directors:** Governing body of the corporation. In a profit corporation, the owners are shareholders. In a nonprofit corporation, the owners have no stock ownership but are often referred to as moral owners (if not legally defined otherwise). Obligations of nonprofit governing boards under the law are similar to boards profit corporations. Both bear ultimate accountability for organizational performance and achieving some end for the owners. The National Board Members (NBM) are the legal, moral, and fiduciary body governing on behalf the owners or members of Back Country Horsemen of America. To have legal or legitimate authority, the NBM must act as a body – as a whole entity, not subparts.

**Board – Executive Committee Delegation Policies:** Category of board policy that states the mechanics of how the NBD is delegating partial authority and how the NBD will monitor the work of the Executive Committee. The board must diligently monitor this work in order to maintain legitimate authority under the Constitution.

**Board Orientation and Leadership Development:** A process for constantly improving the board’s governing process, its effectiveness, and efficiency. Orientation is proper preparation for new board members to become thoroughly familiar with BCHA’s organization and operational matters. Orientation is one part of continual leadership development. Board members, new and old, need to have the knowledge, understanding, and skills to be effective leaders for BCHA. The board orientation manual includes all board documents, such as the Articles of Incorporation, the Constitution, member information, MOUs, statistics, and the like.

**Committee:** A group established by the board to help with some aspect of the board’s direct responsibilities. The composition of the group can be whatever the board determines is appropriate. It is a board committee, but it does not need to be comprised of board members only. Staff or nonboard members can be on any committee.

**Ends Policies:** The category of board policy that describes the fundamental reason for BCHA’s existence and specifies the expected results for the members. Ends policies also include the expected efficiency of the expenditure of revenues, cost, or priority among results. Ends also constitute a measure of Executive Committee performance.

**Executive Committee:** The Executive Committee (EC) is comprised of current elected officers (the National Chair, the Vice Chair, and the Treasurer), the Immediate Past National Chair, and five members at large.

**Executive Committee Limitations Policies:** The NBD’s established boundaries of what means must be avoided in accomplishing the Ends. By saying only what is unacceptable, the NBD allows the Executive Committee flexibility and nimbleness in operating in between board meetings.

**Governing Process Policies:** Category of board policy where the NBD deals with its own internal workings (committees, officers), how it will relate to the members, how it will conduct itself in meetings, and the discipline it will commit to in order to get the job done effectively and efficiently.

**Policy:** The board's values or perspectives explicitly set down in writing to guide decision-making. Four categories capture all possible decisions: Ends, Limitations, Board-Executive Committee Delegation, and Governing Process. Only board policies should be in the policy manual.