

Approved by the Board of Directors - January 31, 2013

Proposal from Collective Management and Consultant, Paul Lipscomb
Re: Senior Management Team (SMT) Reporting to the Board of Directors:

1. All SMT members will attend Board meetings and interface with the Board Committees or representatives designated for their departments.
2. The Board will receive a single monthly standardized report from SMT that draws on detailed reports developed for SMT by each department. The Board SMT Monthly Report will:
 - a. Provide a summary of the key issues about which the Board and SMT have agreed to include in the report.
 - b. Indicate for each topic whether it is for board information only, or to solicit board consultation, or most importantly, an issue requiring Board decision--making.
 - c. Include a 'Dashboard' of specific data for key organizational goals and priorities. This numerical/statistical information is meant to facilitate the board's role in tracking major indicators of change, measure progress and deal with challenges in timely manner.
3. The SMT will regularly solicit feedback from the board regarding the specific content in their reports, the data to be tracked, and the level of participation the board expects: be informed, be consulted, must decide. The goal is to ensure overall efficacy of the reporting content and process.
4. The SMT proposes:
 - a. Within 3--5 weeks after SMT starts: an extended Board/SMT meeting to review a preliminary draft of the SMT report content and dashboard tracking goals.
 - b. Within 3--4 months after SMT starts (operating long enough to experience the relationship): An extended retreat between Senior Management and the Board to evaluate progress and further build and clarify the relationship. The retreat would confirm/revise priorities for the following review periods.
5. The SMT will inform and consult with the board in developing the expectations for and process by which SMT will report and community with staff and stakeholders distinct from what will be done through departments or by the board.