

# AMERICAN GUILD OF ENGLISH HANDBELL RINGERS POLICY GOVERNANCE DOCUMENT

REVISED MARCH 2019



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## OUR MISSION STATEMENT

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*The American Guild of English Handbell Ringers  
is dedicated to advancing the art of handbell/handchime ringing  
through education, community and communication*

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## EXECUTIVE LIMITATIONS POLICIES

### I. Global Executive Limitations Policy

The AGEHR Executive Director shall not cause or allow any practice, activity, decision, or organizational circumstance that is either unlawful, imprudent or in violation of commonly accepted business and professional ethics or the Bylaws of AGEHR, Inc.

Note: All text in red indicators the Executive Director's monitoring requirements.

Annual report: I have/have not allowed any such circumstances. Provide detail if "yes." Executive Director will positively report any allegations still pending, under investigation, or in which wrongdoing was established.

### II. Personal Interactions

- a. With respect to personal interactions, the Executive Director shall not cause or allow conditions, procedures, or decisions that are unprofessional, unsafe, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

Annual report: I have/have not allowed any such circumstances. Provide detail if "yes."

- b. The Executive Director shall not:

- i. Use forms that elicit information for which there is no clear necessity.
- ii. Use methods of collecting, reviewing, transmitting, or storing information that fail to protect against improper access to the material elicited.
- iii. Maintain facilities that fail to provide a reasonable level of privacy, both visual and aural.
- iv. Fail to establish a clear understanding of what may be expected and what may not be expected from the service offered.
- v. Fail to explain this policy or to provide a grievance process to those who believe they have not been accorded a reasonable interpretation of their rights under this policy.

Annual report: I have/have not allowed any such circumstances. Provide detail if "yes."

### III. Treatment of Staff

- a. With respect to the treatment of staff (paid and volunteer), the Executive Director may not cause or allow conditions that are unfair, undignified, unprofessional or unethical.

Annual report: I have/have not allowed any such circumstances. Provide detail if "yes." Executive Director will positively report any allegations still pending, under investigation, or in which wrongdoing was established.

- b. The Executive Director shall not:

- i. Operate without written personnel policies that clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions such as nepotism, grossly preferential treatment for personal reasons, and sexual harassment.
- ii. Discriminate against any staff member for expressing an ethical dissent.
- iii. Prevent staff from grieving to the Board of Directors when (a) internal procedures have been exhausted, and (b) the employee alleges either that (1) Board policy has been violated to his or her detriment or (2) Board policy does not adequately protect his or her human rights.
- iv. Use methods of collecting, reviewing, transmitting, or storing information that fail to protect against improper access to the material elicited.
- v. Fail to acquaint staff with their rights under this policy.

Annual report: I have/have not allowed any such circumstances. Provide detail if "yes."  
The President of the Board of Directors will verify on an annual basis the status of any complaints filed during that period with the outsource provider.

#### IV. Financial Planning and Budgeting

- a. With respect to financial planning for any fiscal year or the remaining part of any fiscal year, the Executive Director shall not create a budget that is misaligned to the Board's Ends priorities, risk fiscal jeopardy, or fail to derive the financial planning from a multiyear plan. Annual report: I have/have not created a budget in accordance with this policy. If not, provide details regarding situation and outcome. In any case, provide compiled annual financial statements as verification means.
- b. The Executive Director shall not allow budgeting that:
  - i. Contains too little information to enable credible projection of (a) revenues and expenses, (b) separation of capital and operational items, (c) cash flow, and (d) disclosure of planning assumptions.
  - ii. Plans the expenditures in any fiscal year of more funds than are conservatively projected to be received or transferred in that period.
  - iii. Reduces the current assets at any time to less than twice current liabilities.
  - iv. Fails to include the funds for the AGEHR President to serve as a representative of the elected AGEHR Board of Directors at Symposia and the International Handbell Committee.
  - v. Fails to include funds for representatives from AGEHR to conduct at Symposia  
Fails to make a combined net profit on all events.
  - vi. Fails to include a line item to repay a portion of endowment loans to the organization.

Meeting report: Executive Director will provide budget for the upcoming period.

- c. The Executive Director shall not fail to provide to the Board:
  - i. A budget for each event showing projected income, expenses, and expected net profit at least 90 days prior to the event.
  - ii. A statement of actual income and expenses for each event compared to the budget, with explanation for variances greater than 10% within 90 days of the conclusion of the event.
  - iii. The annual budget prior to each fiscal year.
  - iv. Monthly financial statements within 30 days of the end of the month.
  - v. Annual investment reports one week in advance of the fall face-to-face meeting.

Meeting report: Direct inspection by the Board

## V. Financial Condition and Activities

- a. With respect to the actual, ongoing financial conditions and activities, including the Corporation's tax-exempt status, the Executive Director shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditure from Board priorities established in Ends policies.

Direct Inspection: the Board shall request from the accountant quarterly notification of expenditures exceeding \$10,000.

The organization's tax exempt status is: \_\_\_\_\_

Quarterly report on planned versus actual expenditures.

- b. The Executive Director shall not:
  - i. Expend more funds than have been received or transferred in the fiscal year to date unless the debt guideline (to follow) is met.
  - ii. Indebt the organization in an amount greater than \$50,000 without prior Board approval.
  - iii. Withdraw or transfer from the investment accounts more than \$5,000 at any one time, or a total of \$20,000 in a fiscal year without prior Board approval, when not for the fund's designated purpose.

Quarterly report: I have/have not indebted the organization in an amount that cannot be repaid within 60 days. Report any material indebtedness that has occurred in the reporting period with detail on how repayment will occur. Report on status of repayment in the next quarterly report.

- iv. Fail to deposit donated funds to the appropriate investment account within 45 days of the date the contribution is received.

Annual report: I have/have not deposited donated funds to the appropriate investment account within 45 days of the date the contribution was received.

- v. Fail to be prudent in the use of designated funds

Annual report: I have/have not been prudent in the use of designated funds. Provide financial statement for expenditures detailing use thereof.

- vi. Fail to settle payroll and debts in a timely manner.

Quarterly report: Provide un-audited balance sheet report for the final day of the most recent period.

- vii. Fail to pay Area rebates within six weeks of the end of the month in which the dues are received.

Quarterly report

- viii. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.

Annual report: I have/have not allowed tax payments or other government-ordered payments or filings to be overdue or inaccurately filed. If any such instances have occurred, disclose details and remediation actions. If any such instances have been alleged, provide details of allegation and remediation/disputation plan.

- ix. Acquire, encumber, or dispose of real property.

I have/have not acquired, encumbered or disposed of real property.

- x. Fail to aggressively pursue receivables after a reasonable grace period.

Quarterly report: Provide compiled financial statements.

- xi. Sign a check issued to the Executive Director.

Annual report: I have/have not signed a check to the Executive Director. If "yes" provide explanation. Direct auditor to make a statement of negative verification.

- xii. Fail to establish authorization limits when allowing other persons to sign contracts for goods or services on behalf of AGEHR

Annual report: I have/ have not allowed persons to exceed established limits when contracting for goods and services. Provide a schedule of the limitations that are in effect.

- xiii. Fail to publish annual summarized financial statements including but not limited to a balance sheet and statement of activity.

Annual report: I have/have not published annual summarized financial statements.

- xiv. Use personal finances to pay obligations over \$1,000 on behalf of Handbell Musicians of America without prior Board approval.

Annual report: I have/have not used personal finances to pay obligations over \$1,000 on behalf of Handbell Musicians of America without prior Board approval.

## VI. Asset Protection

- a. The Executive Director shall not allow the assets to be unprotected, inadequately maintained, unnecessarily risked, or used for purposes that violate donor designations.

Annual report: I have/have not allowed assets to become unprotected, inadequately maintained, unnecessarily risked or used for purposes that violate donor designations. If "yes," describe.

- b. The Executive Director shall not:

- i. Fail to insure against theft and casualty losses and against liability losses to Board members, staff, and the organization itself

Annual report: status of insurance which may include a letter from the insurance broker and a copy of the insurance rider.

- ii. Fail to bond personnel who handle funds in excess of \$1000

Annual report: with auditor comment

- iii. Subject equipment to improper wear and tear or insufficient maintenance.

Will be directly monitored by the Board at its discretion

- iv. Make any purchase or lease of goods or services wherein normally prudent protection has not been given against conflict of interest; and without a stringent method of assuring the balance of long-term quality and cost.

Annual report

- v. Fail to protect intellectual property, information, and files from loss, significant damage, or unlawful use.

Annual report or actions taken and any instances of loss

- vi. Receive, process, or disburse funds under controls that do not maintain appropriate segregation of duties related to standard accounting practices

Annual report with accountant comments

- vii. Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating, or in noninterest bearing accounts except when necessary to facilitate ease in operational transactions.

Annual report with comment from asset management company.



- viii. Endanger the organization’s public image or credibility, particularly in ways that would hinder its accomplishment of mission.

Direct inspection by the Board of Directors

- ix. Fail to uphold the copyright laws of the United States.

Annual report

## VII. Emergency Executive Director Succession Provisions

In order to protect the Board from sudden loss of executive director services, the Executive Director shall not fail to have one staff member or Board member familiar with Board and executive director issues and processes.

Annual report or as needed: Identity of individual or notification upon change of designated individual.

## VIII. Compensation and Benefits

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

Annual report: I have/have not caused or allowed jeopardy to the fiscal integrity or public image. Summarize possible qualifying incidents.

- b. The Executive Director shall not:

- i. Change his or her compensation and benefits.

Annual report with comment from payroll company

- ii. Take vacation or leave in excess of 10 consecutive working days without prior approval of the Board.

Annual report

- iii. Promise or imply permanent or guaranteed employment.

Annual report with Employee Handbook indicating compliance

- iv. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.

Annual report with provided payroll report.

- v. Create compensation 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 in revenue.

Annual report: Indicate any employment contracts in place with duration of one year or more.

- vi. Establish or change benefits to cause unpredictable or inequitable situations that:
  - 1. Incur unfunded liabilities.
  - 2. Provide less than some basic level of benefits to all full-time employees; although differential benefits to encourage longevity are not prohibited.
  - 3. Allow any employee to lose benefits already accrued from any foregoing plan.
  - 4. Treat the Executive Director differently from other key employees.

Annual report with annual report from pension company

#### **IX. Communication and Support to the Board**

- a. The Executive Director shall not permit the Board to be uninformed or unsupported in its work.

Direct inspection by the Board of Directors

- b. The Executive Director shall not:
  - i. Neglect to submit monitoring data required by the Board (see policy on Monitoring Executive Performance) in a timely, accurate, and understandable fashion, directly addressing provisions of Board policies being monitored.

Direct inspection by the Board of Directors

- ii. Let the Board be unaware of matters of ethics or governance relating to Areas, relevant trends, anticipated adverse media coverage, and material external and internal changes; particularly changes in the assumptions upon which any Board policy has previously been established.

Direct inspection by the Board of Directors

- iii. Fail to advise the Board if, in the Executive Director's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Executive Director Linkage, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the Executive Director.

Direct inspection by the Board of Directors

- iv. Fail to marshal for the Board as many staff and external points of view, issues, and options as needed for fully informed Board choices.

Direct inspection by the Board of Directors

- v. 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.

Direct inspection by the Board of Directors

- vi. Fail to provide a mechanism for official Board, officer, or committee communications.

Direct inspection by the Board of Directors

- vii. Fail to deal with the Board as a whole, except when fulfilling individual requests for information or responding to officers or committees duly charged by the Board.

Direct inspection by the Board of Directors

- viii. Fail to report in a timely manner an actual or anticipated non-compliance with any policy of the Board.

Direct inspection by the Board of Directors

- ix. Fail to supply for the Board's consent agenda all items delegated to the Executive Director, which are required by law or contract to be Board-approved along with the supporting documentation for monitoring policy compliance.

Direct inspection by the Board of Directors

- x. Appoint sitting Board Members to staff committees or event committees.

Direct inspection by the Board of Directors.

- xi. Fail to provide semi-annual updates as well as membership statistics and demographics to the Board and Area leaders.

Direct inspection by the Board of Directors.

- c. The Executive Director shall not fail to provide all arrangements and funding for at least one annual face to face meeting of the Board to perform its governance function.

Direct inspection by the Board of Directors

**X. Ends Focus of Grants or Contracts.**

- a. The Executive Director may not enter into any grant or contract arrangement that violates the production of Ends or Means.

Annual report

- b. The Executive Director shall not:
  - i. Allow grant funds to be used in imprudent, unlawful or unethical ways.
  - ii. Fail to assess and consider an applicant's capability to produce appropriately targeted, efficient results.

Annual report

**XI. Relationship of AGEHR and Other Organizations**

The Executive Director shall not fail to maintain a relationship with the International Handbell Committee (IHC) and maintain a position in the Symposium (biennial international handbell event) hosting rotation cycle.

Annual report

**XII. Effective Utilization of Staff and Resources**

The Executive Director shall not fail to utilize volunteer and staff resources effectively to ensure that they are able to give top priority to duties specific to the role as leader of this organization

Direct inspection by the Board

**XIII. Development and Fundraising**

The Executive Director shall not fail to manage a yearly fundraising campaign with specific, measurable goals and communicate gratitude to high-level donors in person or by phone annually

Annual report

## GOVERNANCE PROCESS POLICIES

### I. Global Governance Process Policy

The purpose of the AGEHR Board of Directors, on behalf of the membership, is to see to it that AGEHR (1) achieves what it should and (2) avoids unacceptable actions and situations.

### II. Governing Style

- a. The Board will govern with an emphasis on:
  - i. Outward vision rather than internal preoccupation,
  - ii. Encouragement of diversity in viewpoints,
  - iii. Strategic leadership rather than administrative detail,
  - iv. Clear distinction of board and chief executive roles,
  - v. Collective rather than individual decisions,
  - vi. Future rather than past or present, and
  - vii. Proactivity rather than reactivity.
- b. The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual members to enhance the ability of the Board as a body rather than to substitute individual judgments for the Board's values. The Board will allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling Board commitments.
- c. The Board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives about ends to be achieved and means to be avoided. The Board's major policy focus will be on the intended long-term effects outside the organization, not on the administrative or programmatic means of attaining those effects.
- d. The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles, and ensuring continuance of governance capability. Continual Board development will include orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement.
- e. The Board will 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-Executive Director Linkage categories, cited elsewhere.

### III. Board Job Description

- f. The primary job output of the Board is to establish policies that connect membership prerogatives to organizational performance.
- g. The Board will produce the linkage between AGEHR and its membership.
- h. The Board will produce written governing policies that, at the broadest levels, address each category of organizational decision.
  - i. Ends: AGEHR products, effects, benefits, outcomes, recipients, and their cost or relative worth.
  - ii. Executive Limitations (means): Constraints on executive authority that establish prudent and ethical boundaries within which all executive activity and decisions must take place.
  - iii. Governance Process (means): Specification of how the Board conceives, carries out, and monitors its own task.
  - iv. Board-Executive Director Linkage (means): How power is delegated, and its proper use monitored; authority and accountability of the Executive Director role.
  - v. The Board will produce assurance of the Executive Director performance (against policies in Ends and Executive Limitations).
  - vi. The Board will hire or terminate and establish the compensation for the Executive Director.
- i. To accomplish its job products with a governance style consistent with Board policies, the Board will meet face to face at least one time annually and will follow an agenda that (1) completes re-exploration of Ends policies at least annually and (2) continually improves Board performance through Board education and enriched input and deliberation.
- j. The cycle will conclude each year on the last day of September 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.
- k. The cycle will start with the Board's development of its agenda for the next year. Input will be sought on an on-going basis from the membership and other parties to assist in developing the Board's agenda.
- l. At its discretion, the Board of Directors may appoint a Secretary to attend all regular and special meetings of the Board of Directors for the purpose of preparing minutes thereof and performing any other duties assigned by the Board of Directors. The Secretary will have no voice and no vote in Board deliberations and receive no compensation (except for reimbursement of expenses to attend meetings of the Board of Directors). The secretary will serve a three-year term and be eligible for one consecutive three-year appointment. The tenure begins one year after the beginning of a president's term of office.

#### **IV. President's Role**

- m. The AGEHR President assures the integrity and fulfillment of the Board's process and is the primary representative of the Board to internal and external parties.
- n. The President assures that the Board behaves consistently with its own rules (bylaws) and those legitimately imposed upon it from outside the organization.
  - i. Meeting discussion content will be only issues that, according to Board policy, clearly belong to the Board to decide, not the Executive Director. Deliberation will be fair, open, and thorough but also timely, orderly, and to the point.
  - ii. The President also serves as the Chief Governance Officer (CGO), whose authority consists of making decisions that fall within topics covered by Board policies on Governance Process and Board-Executive Director Linkage, except 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.
    - 1. The President is empowered to chair Board meetings with all the commonly accepted power of that position, for example, ruling and recognizing.
    - 2. The President has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the President has no authority to supervise or direct the Executive Director.
    - 3. The President may represent the Board to outside parties in announcing Board stated positions and in stating presidential decisions and interpretations within the area delegated to her or him.
    - 4. The President may delegate this authority but remains accountable for its use.
    - 5. The President is authorized to sign contracts related to Board training, monitoring and information gathering: surveys, focus groups and opinion analyses.
  - iii. In the event of the incapacitation or unavailability of the Executive Director, the President will be authorized to sign legal documents.

#### **V. Board Member's Code of Conduct**

- o. The AGEHR Board commits itself and its members to ethical, prudent, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.
- p. Board members must represent unconflicted loyalty to the interests of the membership. This accountability supersedes any conflicting loyalty such as that to advocacy or

interest groups and membership on other Boards or staffs. It also supersedes the personal interest of any Board member acting as a consumer of the AGEHR's services.

- q. Board members must avoid conflict of interest with respect to their fiduciary responsibility.
  - i. There must be no self-dealing or any conduct of private business or personal services between any Board member and the organization, except as procedurally controlled, to assure openness, competitive opportunity, and equal access to inside information.
  - ii. When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote but also from the deliberation.
  - iii. Board members must not use their positions to obtain employment for themselves, family members, or close associates. Should a member desire employment, he or she must first resign.
  - iv. Members will annually disclose their involvement with other organizations, with vendors, or any other associations that might produce a conflict by completing AGEHR's Conflict of Interest and Disclosure form.
- r. Board members may not attempt to exercise individual authority over the AGEHR except as explicitly set forth in Board policies.
  - i. 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 decisions.
  - ii. Members will give no consequence or voice to individual judgments of Executive Director or staff performance.
- s. Excepting material publicly available, all deliberations, information and materials are confidential unless the board determines that they are for public release.

## **VI. Board Committee Principles**

- t. Board committees, when used, will be assigned so as to reinforce the wholeness of the Board's job and so as never to interfere with delegation from the Board to the Executive Director.
- u. Board Committees
  - i. Board committees are to help the Board do its job, never to help or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. The Board is not obligated to accept any recommendation from a committee. In keeping with the Board's broader focus, Board committees will normally not have dealings with current staff operations.



- ii. Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Executive Director.
- iii. Board committees cannot exercise authority over staff. Because the Executive Director works for the full Board, he or she will not be required to obtain approval of a Board committee before an executive action.
- iv. Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board committee that has helped the Board create policy on some topic will not be used to monitor organizational performance on that same topic.
- v. Committees will be used sparingly and ordinarily in an ad hoc capacity.
- vi. 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.
- vii. Excepting material publicly available, all deliberations, information and materials are confidential unless the board determines that they are for public release.

**VII. Funding for Board Education, Meetings and Orientation**

- v. Because poor governance costs more than learning to govern well, the Board will invest in its governance capacity.
- w. In conjunction with the Executive Director’s budget development process, the Board will inform the Executive Director of arrangements and funding required for Board activities.
- x. Board methods
  - i. Board skills, methods, and supports will be sufficient to assure governing with excellence.
    1. Training and retraining will be used liberally to orient new members, as well as to maintain and increase existing member skills and understandings.
    2. Outside monitoring assistance will be arranged so that the Board can exercise confident control over organizational performance. This includes but is not limited to fiscal audit or review.
    3. Outreach mechanisms will be used as needed to ensure the Board’s ability to listen to member viewpoints and values.
  - ii. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.

## BOARD - EXECUTIVE DIRECTOR LINKAGE POLICIES

### I. Global Board - Executive Director Linkage Policy

The sole official connection of the National Board of Directors of the American Guild of English Handbell Ringers to all of the Guild's operations, achievements, and conduct, will be through an Executive Director.

### II. Unity of Control

- a. The decisions of the Board acting as a body are the only decisions binding on the Executive Director.
- b. Actions not of the Board acting as a body
  - i. Decisions or instructions of individual Board members, Board officers, and Board committees are not binding on the Executive Director except in rare instances when the Board has specifically authorized such exercise of authority.
  - ii. In the case of individual Board members, Board officers, and Board committees requesting information or assistance without Board authorization, the Executive Director can refuse such requests that require, in the Executive Director's opinion, a material amount of staff time or funds or are disruptive.

### III. Accountability of the Executive Director

- a. 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.
- b. Evaluation of Executive Director
  - i. The Board will never give instructions to, or request information from, persons who report directly to the Executive Director.
  - ii. The Board will refrain from evaluating, either formally or informally, any staff other than the Executive Director.
  - iii. The Board will view executive director performance as identical to organizational performance, so that organizational accomplishment of Board-stated ends and avoidance of Board-stated means (executive limitations) will be viewed as successful executive director performance.

### IV. Delegation to the Executive Director

- a. The Board will instruct the Executive Director through written policies that prescribe the Guild's Ends to be achieved and describe organizational situations and actions to be avoided (executive limitations), allowing the Executive Director to use any reasonable interpretation of these policies.
- b. Board use of policies for governance.

- i. The Board will develop policies instructing the Executive Director to achieve certain results for certain recipients and constituencies at a specific cost. These policies will be developed systematically from the broadest, most general level, to the more defined levels, and they will be called Ends Policies. Ends Policies should be developed at the Board's spring meeting for implementation at the beginning of the next fiscal year.
- ii. The Board will develop policies that limit the latitude the Executive Director may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to the more defined levels, and they will be called Executive Limitations Policies. Executive Limitations should be developed at the Board's spring meeting for implementation at the beginning of the next fiscal year.
- iii. As long as the Executive Director uses any reasonable interpretation of the Board Ends and Executive Limitations, the Executive Director is authorized to establish all non-governance policies, make all decisions, take all actions, establish all practices, and develop all activities including, but not limited to events, publications, music publishing and finances.
- iv. 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 will respect and support the Executive Director's choices.

**V. Monitoring the Executive Director's performance**

- a. Systematic and rigorous monitoring of the Executive Director's job performance will be only against the expected executive director job outputs, organizational accomplishment of Board policies on Ends and organizational operation within the boundaries established in Board policies on Executive Limitations.
- b. Monitoring guidelines
  - i. Monitoring is simply to determine the degree to which the Board's policies are being met. Data that do not do this will not be considered to be monitoring data.
  - ii. The Board will acquire monitoring data by one or more of three methods:
    - 1. by internal report, in which the Executive Director discloses 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, and
    - 3. by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.

- iii. In every case, the standard for compliance shall be any reasonable Executive Director interpretation of the Board policy being monitored.
- iv. 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.
  - 1. Executive Limitations shall be monitored at each fall meeting of the Board for the limitations in place at the beginning of the previous fiscal year.
  - 2. Ends Policies shall be monitored at each fall meeting of the Board for the ends policies in place at the beginning of the previous fiscal year.

## ENDS POLICIES

### **I. Global Ends Policy Statement**

Uniting people to create a diverse community in which handbell musicians of all skill levels realize their full potential through a musically-respected art form.

### **II. The Executive Director shall:**

- a. Implement the three-year strategic development plan which identifies a variety of income sources beyond member dues for fiscal years 2020-2022, that was presented at the October 2019 board meeting
- b. Create a model for developing handbell performance ensembles in high schools that can be implemented nationwide that includes a mentorship program for directors and a self-sustaining funding source. Initiate implementation of the model in at least one beta high school by Fall 2020.
- c. Restructure the Handbell Musicians Certification Program with volunteers and staff to achieve the following:
  - i. Increased Level 1 certification opportunities at the Area level
  - ii. 20% of program participants complete Level 1 by October 2020
  - iii. Increase number of faculty
- d. Continue to improve and enhance the online presence to support the needs of the organization.
- e. Create a pilot program to encourage grassroots efforts for outreach to non-members.

## DOCUMENT CHANGE LOG

### I. October 2018 changes

#	Section	Paragraph	Action	Text
1.	Executive Limitations Policies	IV. Financial Planning and Budgeting. c. The Executive Director shall not fail to provide to the Board:	Added	Meeting report: Direct inspection by the Board.
2.	Executive Limitations Policies	V. Financial Conditions and Activities. b. The Executive Director shall not: xiii. Fail to publish annual summarized financial statements including but not limited to a balance sheet and statement of activity.	Added	Annual report: I have/have not published annual summarized financial statements.
3.	Executive Limitations Policies	V. Financial Conditions and Activities. b. The Executive Director shall not: xiv. Use personal finances to pay obligations over \$1,000 on behalf of Handbell Musicians of America without prior Board approval.	Added	Annual report: I have/have not used personal finances to pay obligations over \$1,000 on behalf of Handbell Musicians of America without prior Board approval.
4.	Executive Limitations Policies	IX. Communication and Support to the Board. a. The Executive Director shall not permit the Board to be uninformed or unsupported in its work.	Added	Direct inspection by the Board of Directors.
5.	Board – Executive Director Linkage Policies	IV. Delegation to the Executive Director. b. Board use of Policies for governance. i. The Board will develop policies instructing the Executive Director to achieve certain results for certain recipients and constituencies at a	Added	Ends Policies should be developed at the Board’s spring meeting for implementation at the beginning of the next fiscal year.

		specific cost. These policies will be developed systematically from the broadest, most general level, to the more defined levels, and they will be called Ends Policies.		
6.	Board – Executive Director Linkage Policies	IV. Delegation to the Executive Director. b. Board use of policies for governance. ii. The Board will develop policies that limit the latitude the Executive Director may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to the more defined levels, and they will be called Executive Limitations Policies.	Added	Executive Limitations should be developed at the Board’s spring meeting for implementation at the beginning of the next fiscal year.
7.	Board – Executive Director Linkage Policies	V. Monitoring the Executive Director’s performance. b. Monitoring guidelines. iv. 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.	Changed	2.Ends policies shall be monitored at each <del>spring</del> fall meeting of the Board for the ends policies in place at the beginning of the previous fiscal year.

**II. March 2019 changes**

#	Section	Paragraph	Action	Text
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1.	Executive Limitations Policies	V. Financial Condition and Activities. b. The Executive Director shall not: vii. Fail to pay Area rebates within six weeks of the end of the month in which the dues are received.	Added	Quarterly report.
2.	Ends Policies	II. The Executive Director shall:	Moved to Executive Limitations Policies (without list)	a. Utilize volunteer and staff resources effectively to ensure the executive director is able to give top priority to duties specific to the role as leader of this organization, such as: 1. Fundraising; 2. Managing the financial stability of the organization, including the repayment of internal and external debt; 3. Preparing for Board Meetings; 4. Encouraging and mentoring the organization's members, volunteers and staff; 5. Negotiating contracts.
3.	Ends Policies	II. The Executive Director shall:	Moved to Executive Limitations Policies	1. Managing a yearly fundraising campaign with specific, measurable goals; 3. Communicating gratitude to high-level donors in person or by phone annually.
4.	Ends Policies	II. The Executive Director shall:	Deleted	b. Create and provide support to all development activities of the organization. This includes, but is not limited to: 2. Creating a three-year strategic development plan for fiscal years 2019-2021, to be presented at the October 2018 board meeting.
5.	Ends Policies	II. The Executive Director shall:	Deleted	h. Use an expanded and diversified group of clinicians and conductors at all National events and encourage the same at Endorsed and Sponsored events.
6.	Ends Policies	II. The Executive Director shall:	Added	a. Implement the three-year strategic development plan which identifies a variety of income sources beyond member dues for fiscal years 2020-2022, that was presented at the October 2019 board meeting.
7.	Ends Policies	II. The Executive Director shall: b. Create a model for developing handbell performance ensembles in high schools that can	Added	Initiate implementation of the model in at least one beta high school by Fall 2020.



		be implemented nationwide that includes a mentorship program for directors and a self-sustaining funding source.		
8.	Ends Policies	II. The Executive Director shall:	Added	e. Create a pilot program to encourage grassroots efforts for outreach to non-members.