



BOARD POLICY DOCUMENT

BEL#2a: UNITY OF CONTROL

Only decisions of the board acting as a body are binding on the Executive Director.

BEL#3a:

Accordingly,

1. Decisions or instructions of individual board members, officers or committees are not binding on the Executive Director except in rare instances when the board has specifically authorized such exercise of authority.
2. In the case of board members or 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.



BOARD POLICY DOCUMENT

BEL#2b: ACCOUNTABILITY OF THE EXECUTIVE DIRECTOR

The Executive Director is the board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the Executive Director.

BEL#3b:

Accordingly,

1. The board will never give instructions to persons who report directly or indirectly to the Executive Director.
2. The board will refrain from evaluating, either formally or informally, any staff other than the Executive Director.
3. The board will view Executive Director performance as identical to organizational performance, so that organizational accomplishment of board-stated Ends and avoidance of board-proscribed means will be viewed as successful Executive Director performance.



BEL#2c: DELEGATION TO THE EXECUTIVE DIRECTOR

The board will instruct the Executive Director through written policies that prescribe The Land Conservancy's Ends to be achieved and describe organizational situations and actions to be avoided, allowing the Executive Director to use any reasonable interpretation of these policies.

BEL#3c:

Accordingly,

1. The board will develop policies instructing the Executive Director 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.
2. The board will develop policies that limit the latitude the Executive Director may exercise in choosing The Land Conservancy's 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*.
3. As long as the Executive Director uses *any reasonable interpretation* of the board's Ends and Executive Limitations policies, the Executive Director is authorized to establish all further non-board policies, make all decisions, take all actions, establish all practices, and develop all activities.
4. 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 of authority is in place, the board will respect and support the Executive Director's choices.