

Board Operating Principles

- 1. The Board places a high priority on timely, clear and effective communication with each other and with HLCOA Members:**
 - Communication begins with listening;
 - We listen to each other and to Members;
 - We listen to understand, not to respond; and
 - Communication is two-way — we always seek feedback when we distribute communications to Members.
- 2. The Board treats and speaks of each other and Members with respect:**
 - We respect and value differing points of view; and
 - We treat each other and Members with respect, even in the face of disagreement.
- 3. The Board keeps meeting discussions confidential:**
 - Board discussions stay within the Board; and
 - Decisions and updates are communicated to Members through formal channels.
- 4. The Board conducts effective meetings:**
 - Directors are canvassed for agenda items prior to meetings;
 - The Secretary maintains a list of action items;
 - Directors prepare for meetings by reviewing the agenda and supporting materials prior to the meeting;
 - Directors arrive 10 minutes before start of meetings; meetings start on time; meetings end on time (meetings can be extended with the agreement of all Directors); and
 - Meeting roles are assigned:
 - a lead is assigned to each agenda item;
 - the Secretary acts as the recorder for the meeting;
 - the Treasurer acts as the timekeeper for the meeting; and
 - the Board periodically evaluates the effectiveness of its meetings.
- 5. The Board strives to make decisions using a consensus decision-making approach:**
 - All perspectives and opinions are encouraged, acknowledged and respected;
 - Consensus decision-making means that when a decision has been made, each Member of the Board can say:
 - I believe that others understand my point of view;
 - I believe I understand others' points of view; and
 - whether or not I prefer this decision, I support it (and will not undermine it) because it was arrived at openly and fairly and has been agreed by a majority of the Directors to be the best solution for HLCOA at this time.