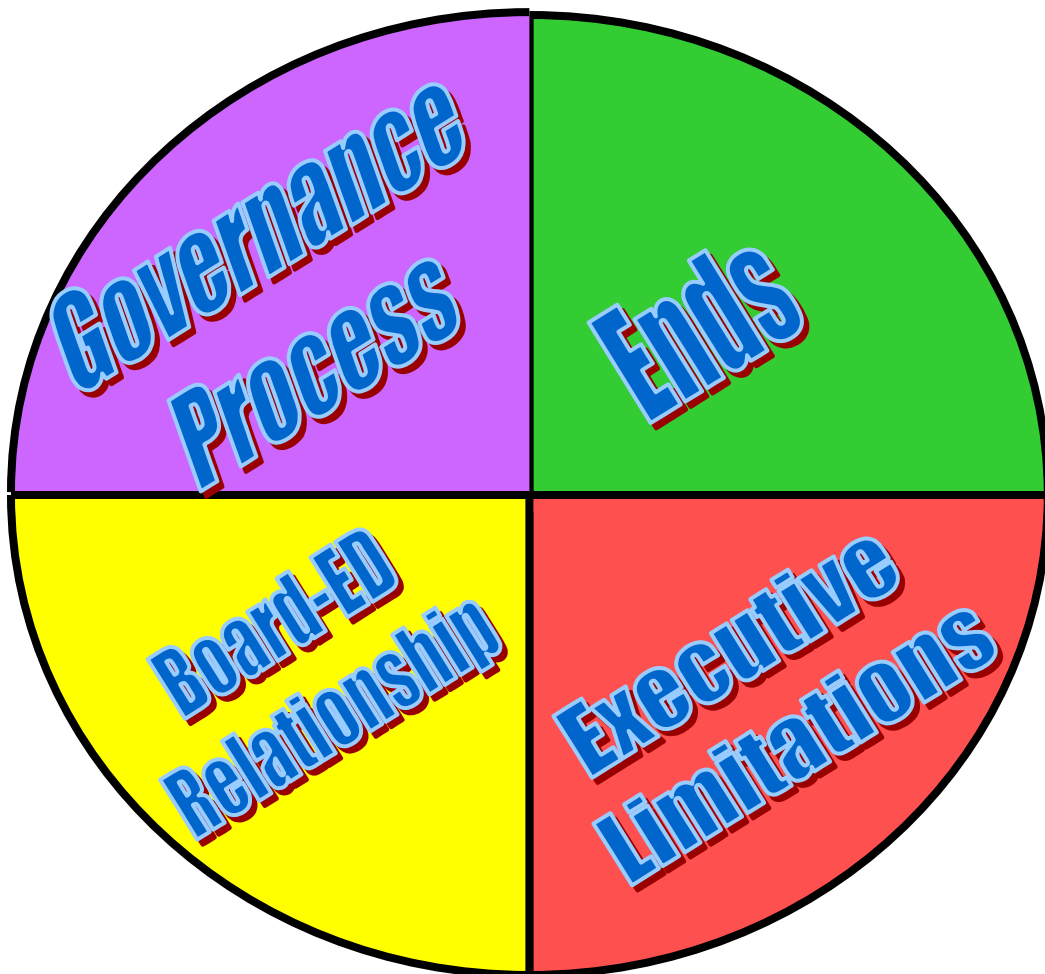


**American Camp Association®**

**Board of Directors**

**Policy Manual**

SOUTHEASTERN



**AMERICAN CAMP ASSOCIATION®**  
**Southeastern**  
**BOARD OF DIRECTORS POLICIES**  
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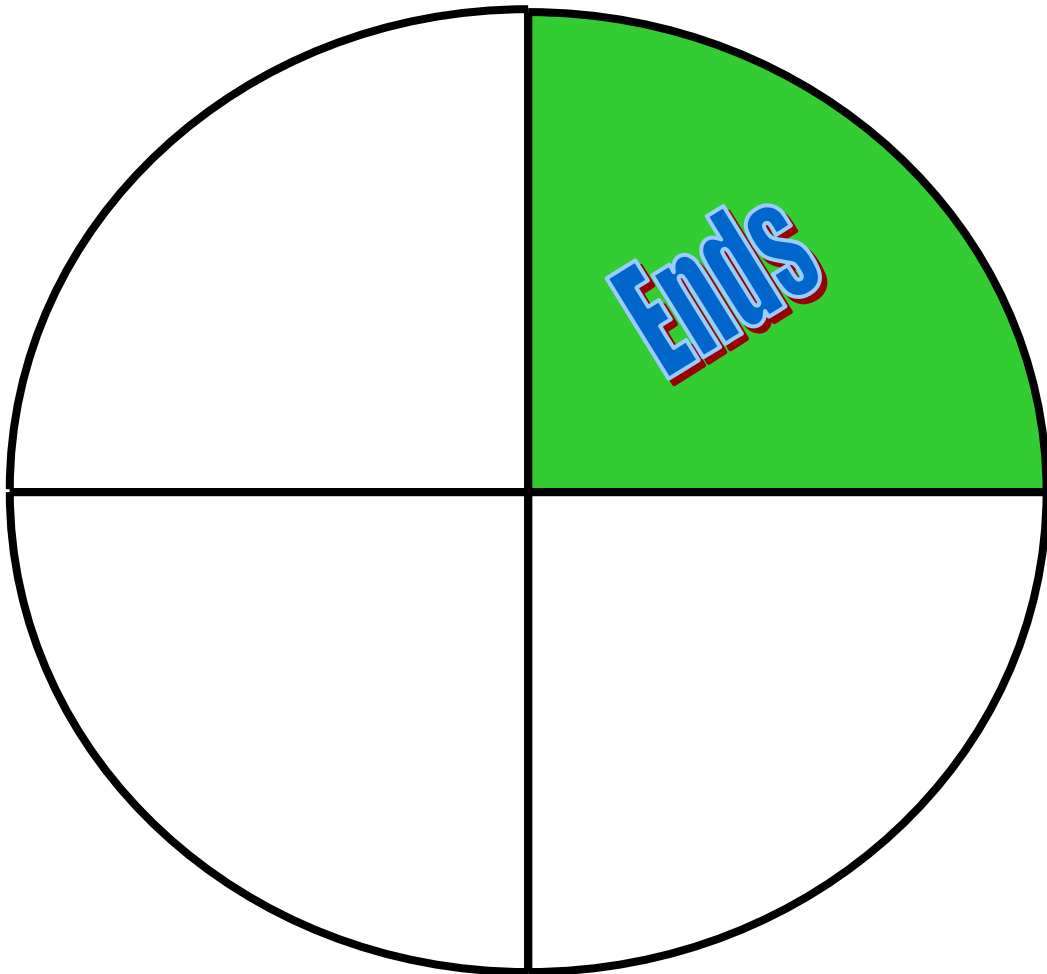
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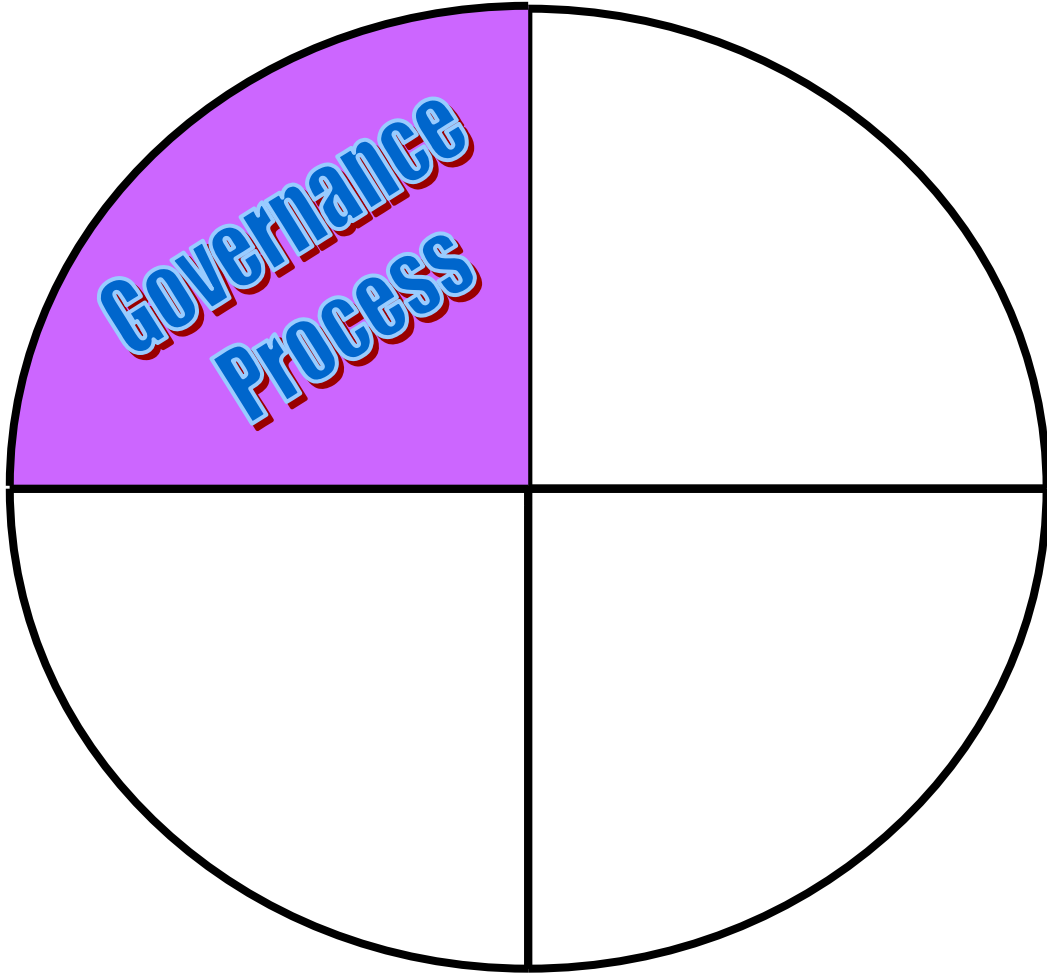
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**AMERICAN CAMP ASSOCIATION®**  
**SOUTHEASTERN**  
**BOARD OF DIRECTORS POLICY**

<b>Policy Name:</b>	Global Governance Process	<b>Number:</b> GP-1
<b>Policy Type:</b>	Governance Process	<b>Date Approved:</b> 9-27-2004 <b>Date Amended:</b>

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The purpose of the Section Board, on behalf of the ownership, is to see to it that ACA determines and accomplishes appropriate results for the appropriate people at an appropriate cost, while avoiding unacceptable situations and conditions.

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**BOARD OF DIRECTORS POLICY**

**Policy Name:** Governing Style **Number:** GP-2  
**Policy Type:** Governance Process **Date Approved:** 9-27-2004  
**Date Amended:**

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The Board will govern with an emphasis on:

- outward vision rather than internal preoccupation,
- encouragement of diversity in viewpoints,
- strategic leadership more than administrative detail,
- clear distinction of Board and chief executive roles,
- collective rather than individual decisions,
- future rather than past or present, and
- proactivity rather than reactivity.

Accordingly:

1. 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 principles. The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling Board commitments.
2. Continual Board development will include orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement.
3. The Board will at every meeting monitor the Board's process and performance. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-Executive Director Relationship-Policies.



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**BOARD OF DIRECTORS POLICY**

**Policy Name:** Agenda Planning **Number:** GP-4  
**Policy Type:** Governance Process **Date Approved:** 9-27-2004  
**Date Amended:**

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To accomplish its role with a governance style consistent with a leadership Board the Board will follow an agenda that

- completes re-exploration of Ends annually and
- continually improves Board performance through Board education and enriched input and deliberation.

Accordingly:

1. The cycle will conclude each year on the last day of June so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of Ends.
2. The cycle will start with the Board's development of its agenda for the next year.
  - 2.1. The Board will schedule time for monitoring its own compliance with Governance Process and Board-Executive Director Relationship policies.
  - 2.2. The Board will schedule time for monitoring the Executive Director's compliance with Executive Limitation and Ends policies.
3. Executive Director monitoring will be included on the agenda if monitoring reports show policy violations or if policy criteria are to be debated.
4. Executive Director remuneration will be decided after a review of monitoring reports received in the last year during the month of May.
5. ACA will not schedule Board meetings in conflict with major religious observations including but not limited to: Good Friday, Passover\*, Easter, Rosh Hashanah (two days)\* Yom Kippur\*, Christmas\*. \*observance begins evening before.
6. ACA will be sensitive to the diverse religious and cultural practices of our members in reference to scheduling meetings.
7. The agenda is to be transmitted three weeks before Board meetings, together with recommendations and reports, so that Board members can come to the meetings prepared.



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**AMERICAN CAMP ASSOCIATION®**  
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**BOARD OF DIRECTORS POLICY**

<b>Policy Name:</b>	President-elect Role	<b>Number:</b> GP- 6
<b>Policy Type:</b>	Governance Process	<b>Date Approved:</b> 9-27-2004 <b>Date Amended:</b>

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The President-elect role exists for the purpose of job shadowing and learning the role of the Board President prior to taking office.

Accordingly:

If the President-elect is already a member of the Board of Directors, he or she shall assume the office of President-elect and vacate the position formerly held on the Board. The vacancy shall then be filled as specified in the Section By-Laws.



- 2.6. 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.
- 2.7. 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.
- 2.8. Board Members will annually disclose their involvement with other organizations, with vendors, or any other associations that might produce a conflict.
3. Board members may not attempt to exercise individual authority over the Association except as explicitly set forth in Board policies.
  - 3.1. Board Members' interaction with the Executive Director or with staff must recognize the lack of authority vested in individuals except when explicitly Board-authorized.
  - 3.2. Board Members' interactions 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.
  - 3.3. Board Members will not voice individual judgements of Executive Director or staff performance outside of Board meetings.
4. Board Members will respect the confidentiality appropriate to issues of a sensitive nature.
5. With respect to attendance, a Board member shall notify the President in writing, as soon as possible, as to any personal schedule conflict that would preclude his/her full participation in an upcoming Board meeting, if feasible. Any Board Member who has been absent for two consecutive regular meetings of the Board during a twelve-month period shall automatically vacate his/her seat on the Board. However, the Board may choose to expressly waive such absence.



9. Except as defined in written Committee Charge, no committee has authority to commit the funds or resources of the Association.
10. Unless otherwise specified in the Committee Charge, committee members will be appointed by the President, subject to confirmation by the Executive Committee.
11. The only Board committees are those identified in subsequent sections of this policy.
12. All Board Committees shall report to the Board at least annually.

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**AMERICAN CAMP ASSOCIATION®**  
**SOUTHEASTERN**  
**BOARD OF DIRECTORS POLICY**

**Policy Name:** Executive Committee Charge                      **Number:** GP-8.1  
**Policy Type:** Governance Process                                      **Date Approved:** 9-27-2004

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**1. Committee Work Product**

- 1.1. Decisions on behalf of the Board, in situations between Board Meetings where it is not possible to convene a meeting of a quorum of the Board.
- 1.2. Coordination of the annual performance evaluation of the Executive Director, consistent with the principles set out in Policy BE-5.
- 1.3. Any task specifically assigned by the Board of Directors.

**2. Committee Authority and Limitations**

- 2.1. The Committee does not have authority to elect, appoint, or remove any director or officer of the Section; authorize the sale, lease, exchange or mortgage of all or substantially all of the property and assets of the Section; adopt a plan for the distribution of the assets of the Section, or amend, alter or repeal any resolution of the Board.

**3. Committee Composition**

- 3.1. The Committee Chair shall be the President of the Board.
- 3.2. The President-Elect, Vice Presidents, Secretary and Treasurer, elected by the Section Membership.
- 3.3. One Board member-at-large elected by the Board if the Board so desires.

**4. Term of Office**

- 4.1. The President, Past-President, Vice Presidents, Secretary and Treasurer serve in tandem with their term of office.
- 4.2. The Board member-at-large serves for one year.



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**AMERICAN CAMP ASSOCIATION®**  
**SOUTHEASTERN**  
**BOARD OF DIRECTORS POLICY**

**Policy Name:** District Committee Charge

**Number:** GP-8.3

**Policy Type:** Governance Process  
**2004**

**Date Approved:** 9-27-

**Date Amended:**

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**1. Committee Work Product**

- 1.1. Membership Development
- 1.2. Membership Involvement
- 1.3. Local Education events
- 1.4. Leadership Development
- 1.5. Public Policy
- 1.6. Public Awareness

**2. Committee Authority & Limitations**

- 2.1. Each District Chair has the authority to appoint a District Committee to facilitate work product with their District.

**3. Committee Composition**

- 3.1. The District Chair shall serve as Chair of the Committee
- 3.2. A number of at-large members shall be appointed by the District Chair at his/her discretion.

**4. Term of Office**

- 4.1. The District Chair shall serve in tandem with their elected term of office.
- 4.2. The at-large members of the committee may serve for up to three years. They may be re-appointed for subsequent terms.



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**AMERICAN CAMP ASSOCIATION®**  
**SOUTHEASTERN**  
**BOARD OF DIRECTORS POLICY**

**Policy Name:** Public Policy Committee Charge      **Number:** GP-8.5  
**Policy Type:** Governance Process      **Date Approved:** 9-27-2004

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**1. Committee Work Product**

- 1.1. Options and implications for the Board’s decision regarding forthcoming public policy positions, in order to appropriately “position” the ACA. The Section’s Public Policy positions shall not conflict with public policy positions of the American Camp Association, Inc.
- 1.2. Monitoring and reporting of State and Local legislation and regulations that might impact on the Association ownership.

**2. Committee Authority and Limitations**

- 2.1. The Committee has no authority to commit the funds of the Association without Board approval.

**3. Committee Composition**

- 3.1. At least four members, including a Chair, appointed by the President, subject to confirmation by the Board of Directors. There shall be at least one committee member from each State within the Section’s geographic boundaries.

**4. Term of Office**

- 4.1. Committee members shall serve for a three year term and may be re-appointed to subsequent terms.



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**AMERICAN CAMP ASSOCIATION®  
SOUTHEASTERN  
BOARD OF DIRECTORS POLICY**

**Policy Name:** Valuing Diversity

**Number:** GP-10

**Policy Type:** Governance Process

**Date Approved:** 9-27-2004

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The American Camp Association Southeastern Section Board of Directors values diversity.

In commitment to this value, the Board of Directors will:

1. Proactively seek people of color to become members of the Board and to serve in other leadership roles;
2. Seek to understand how to provide the camp experience to a diverse society, and;
3. Model this valuing of diversity through our actions and decision making.

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**AMERICAN CAMP ASSOCIATION®**  
**SOUTHEASTERN**  
**BOARD OF DIRECTORS POLICY**

**Policy Name:** Board Eligibility **Number:** GP-11  
**Policy Type:** Governance Process **Date Approved:** 9-27-2004

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The American Camp Association Southeastern Board of Directors is defined in the By-Laws of the association.

Furthermore,

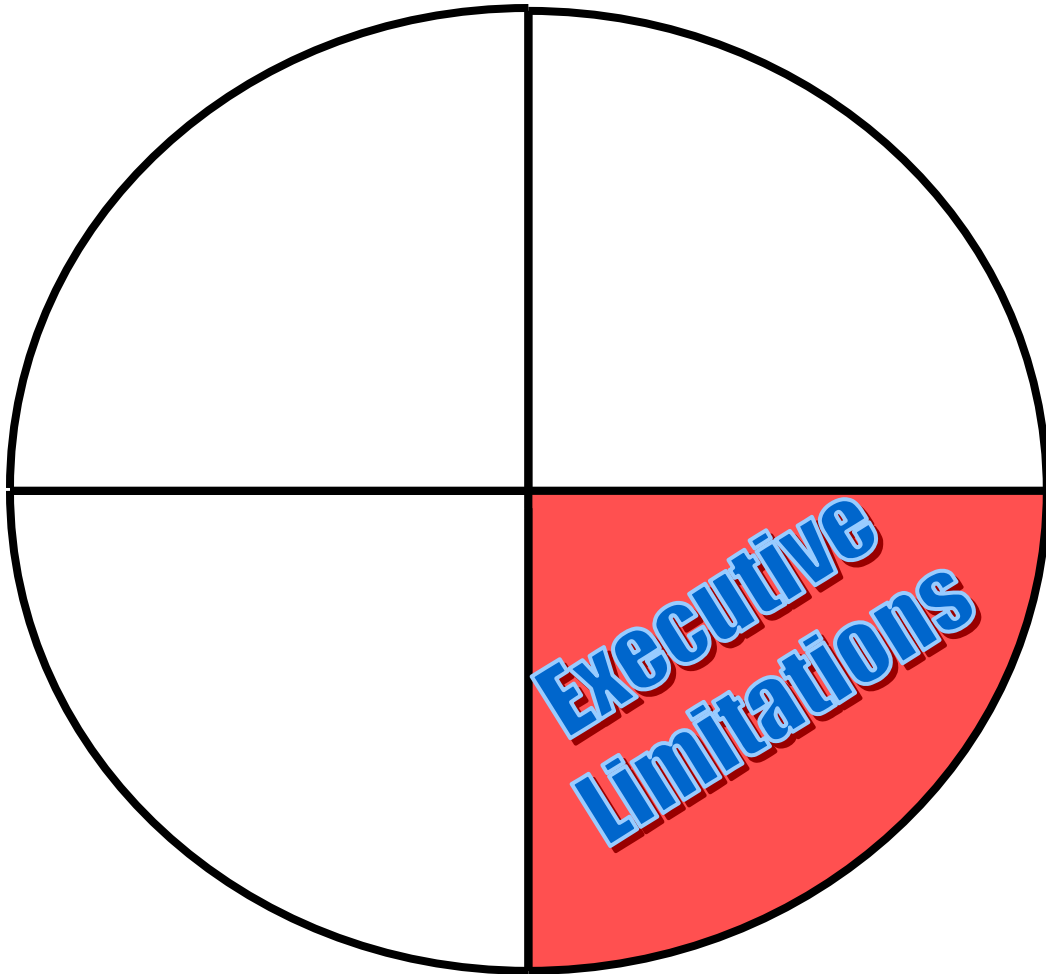
No paid ACA staff (either Section staff or national staff) may serve as a member of the Board of Directors, except for the Section Executive Director who serves in a non-voting, *ex-officio* capacity.

**AMERICAN CAMP ASSOCIATION®**  
**SOUTHEASTERN**  
**BOARD OF DIRECTORS POLICY**

**Policy Name:** Section Delegates Charge **Number:** GP-12

**Policy Type:** Governance Process **Date Approved:** 9-25-2006  
**Date Amended:**

1. Delegates Charge
  - 1.1 To act upon such matters of business as may be referred to it by the ACA, Inc. Board of Directors.
  - 1.2 Authority to amend the Corporation's Articles of Incorporation and By-Laws.
  - 1.3 Approve revisions to the Standards.
  - 1.4 Approve criteria for Chartering Sections.
  - 1.5 Approve content and revisions to ACA 's Statement on Ethics.
  - 1.6 Authority to approve or rescind public policy position statements on issues that affect camp and ACA's membership.
- 2 Committee Authority
  - 2.1 Each delegate shall be entitled to one vote on each matter submitted by the Board of Directors.
- 3 Committee Composition
  - 3.1 The President of ACA Southeastern
  - 3.2 Additional Elected Officers as defined by the by-laws
  - 3.3 Three elected by the membership Board Members at large
  - 3.4 Additional delegates shall be elected by the Board of Directors to meet the appropriate number. They shall serve a one year term.
  - 3.5 All districts must be represented with at least one elected or appointed Delegate.



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**AMERICAN CAMP ASSOCIATION®**  
**SOUTHEASTERN**  
**BOARD OF DIRECTORS POLICY**

**Policy Name:** Global Executive Constraint                      **Number:** EL-1  
**Policy Type:** Executive Limitations                              **Date Approved:** 9-27-2004

---

The 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.

Further, the Executive Director will prepare an annual self-evaluation in conjunction with the annual board performance evaluation and shall not:

1. Operate without a formal communication plan that specifies required board communication.
  - 1.1 Fail to include a performance summary that provides evidence of progress toward specific goals at each board meeting.
  - 1.2 Fail to provide electronic quarterly reports to the board members summarizing fiscal, program, and section trends.

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**AMERICAN CAMP ASSOCIATION®**  
**SOUTHEASTERN**  
**BOARD OF DIRECTORS POLICY**

**Policy Name:** Employed Staff

**Number:** EL-2

**Policy Type:** Executive Limitations

**Date Approved:** 9-27-2004

---

With respect to the treatment of employed staff, the Executive Director shall not cause or allow conditions that are unfair, unsafe or undignified.

Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:

1. Operate without written human resource procedures that specify expectations and working conditions for staff, provide for effective problem resolution and protect against wrongful conditions.
  - 1.1. Fail to include a policy that ACA provides equal employment for all people without regard to age, race, color, religion, sex, national origin, or disability, nor fail to make every reasonable effort to implement that policy in recruitment, selection, promotion, salary and benefit administration, transfers, and layoff or termination practices.
  - 1.2. Fail to make provision for a multi-level grievance procedure for staff concerns regarding their treatment, including staff who report directly to the Executive Director.
2. Fail to acquaint staff with their rights under this procedure.
3. Fail to ensure that there is an effective staff education and development process in place, based on the fiscal reality of the association.
  - 1.1 Fail to identify staff education needs in each employee's performance evaluation.
  - 1.2 Fail to include a staff education plan in the annual operating strategic plan.

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**AMERICAN CAMP ASSOCIATION®**  
**SOUTHEASTERN**  
**BOARD OF DIRECTORS POLICY**

**Policy Name:** Financial Planning and Budgeting      **Number:** EL-3

**Policy Type:** Executive Limitations      **Date Approved:** 9-27-2004  
**Amended:** 9-25-2006

---

In financial planning for any fiscal year or the remaining part of any fiscal year the Executive Director shall not risk fiscal jeopardy nor fail to develop and operate from a twelve month budgeting system with appropriate Board communication.

Further, without limiting the scope of the above statement by the following list, **the Executive Director shall not allow budgeting that:**

1. Contains too little information to enable credible projection of revenues and expenses.
2. Increases dues or camp fees by more than the Consumer Price Index as of December 31 of the prior year without prior specific permission of the Board of Directors.
3. Plans expenditures that project a deficit in any fiscal year.
4. **Allocates year end surplus of revenues over expenses.**
5. Fails to provide funds as determined annually by the Board for the Board's direct use during the year, such as costs of fiscal audit, Board development, Board and committee meetings, and Board legal fees.
6. **Endangers the fiscal soundness of future years or ignores the building of organizational capacity sufficient to achieve Ends in future years.**
7. Fails to put the review/audit out for bid every five years, or at any time at the direction of the Board.

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**AMERICAN CAMP ASSOCIATION®**  
**SOUTHEASTERN**  
**DRAFT BOARD OF DIRECTORS POLICY**

**Policy Name:** Financial Condition **Number:** EL-4  
**Policy Type:** Executive Limitations **Date Approved:** 9-27-2004

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With respect to the actual, ongoing financial condition and activities, the Executive Director shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board –stated Ends priorities.

Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:

1. Expend more funds than available.
2. Fail to settle payroll and debts in a timely manner.
3. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
4. Fail to aggressively pursue receivables after a reasonable grace period.
5. Use any long term reserves.
6. Fail to invest all Section funds in accordance with the Board’s written investment policies.
7. Apply for any credit arrangements or other indebtedness without the prior permission of the Board of Directors.
8. Commit to the rental or renewal said rental of any real property without prior permission of the Board of Directors.

---

**AMERICAN CAMP ASSOCIATION®**  
**SOUTHEASTERN**  
**BOARD OF DIRECTORS POLICY**

**Policy Name:** Asset Protection

**Number:** EL-5

**Policy Type:** Executive Limitations

**Date Approved: 9-27-2004**  
**Amended: 9-25-2006**

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With respect to all assets the Executive Director shall not allow them to be unprotected, inadequately maintained, or unnecessarily risked.

Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:

1. Fail to insure against theft and casualty losses to at least 80 percent of replacement value.
2. Fail to insure against liability losses to Board members, staff, and the organization itself in an amount greater than the average for comparable organizations.
3. Fail to provide association director/officer liability insurance for Board AS MADE AVAILABLE THROUGH ACA, INC..
4. Fail to provide appropriate insurance in the event of cancellation of conference and/or other endeavors of the Section (example: Association permit on the Nantahala River).
5. Subject plant and equipment to improper wear and tear or insufficient maintenance.
6. Make any purchase or commitment (1) wherein normally prudent protection has not been given against conflict of interest; (2) of over \$1,000 without having obtained comparative prices and quality.
7. Enter any contract exceeding 5 percent of the operating budget or any multi-year contract without review by legal counsel.
8. Fail to protect intellectual property, information, and files from loss, significant damage, or improper or illegal use.
9. Receive, process, or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.



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**AMERICAN CAMP ASSOCIATION®  
SOUTHEASTERN  
BOARD OF DIRECTORS POLICY**

**Policy Name:** Program Evaluation

**Number:** EL-7

**Policy Type:** Executive Limitations

**Date Approved:** 9-27-2004

---

The Executive Director shall not fail to review all programs and services on a periodic basis for relevancy to achieving the Board-stated Ends.



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**AMERICAN CAMP ASSOCIATION®  
SOUTHEASTERN  
BOARD OF DIRECTORS POLICY**

**Policy Name:** Emergency Executive Succession      **Number:** EL-9

**Policy Type:** Executive Limitations      **Date Approved:** 9-27-2004

---

The Executive Director shall not fail to ensure that there is sufficient organizational capacity for the competent operation of the organization to continue in the event of sudden loss of Executive Director services.

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***American Camp Association®***  
**SOUTHEASTERN**  
**BOARD OF DIRECTORS POLICY**

**Policy Name:** Public Image **Number:** EL-10

**Policy Type:** Executive Limitations **Date Approved:** 9-27-2004

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The Executive Director shall not endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of Ends.

Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:

1. Fail to establish an effective Section communications and public relations strategy.
2. Permit presentations to be made to the media or the public which inaccurately portray Board policy.

---

**American Camp Association®**  
**SOUTHEASTERN**  
**BOARD OF DIRECTORS POLICY**

**Policy Name:** Partnerships

**Number:** EL-11

**Policy Type:** Executive Limitations

**Date Approved:** 9-27-2004

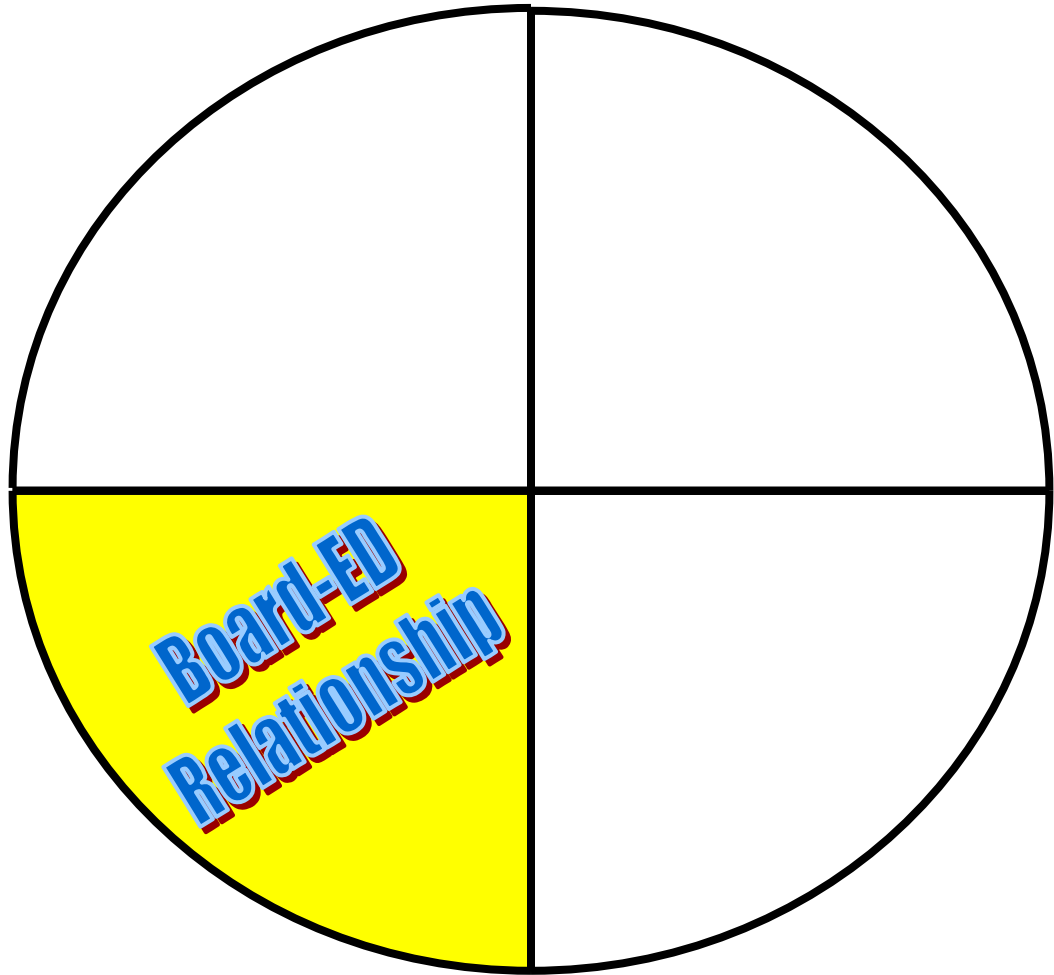
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The Executive Director shall not fail to develop appropriate partnerships to achieve the Board-stated Ends, and to maximize efficiency and effectiveness in the use of resources.

Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:

1. Fail to take the initiative in developing appropriate partnerships to achieve the Board-stated Ends.
2. Fail to obtain appropriate input from those stakeholders who will be affected by decisions.
3. Develop or continue collaborative relationships with organizations whose principles or practices are incompatible with Board values or achievement of the Board-stated Ends.





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**AMERICAN CAMP ASSOCIATION®**  
**SOUTHEASTERN**  
**BOARD OF DIRECTORS POLICY**

**Policy Name:** Global Board-Executive Director Relationship      **Number:** BE-1  
**Policy Type:** Board-Executive Director Relationship      **Date Approved:** 9-27-2004

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The Board's connection to the operational organization, its achievements and conduct will be through a Chief Executive Officer, titled Executive Director.

These policies (BE policies) are intended to generally clarify the Board/Executive Director relationship. They are not nor should they be considered an employer/employee contract nor should they be considered a guarantee of employment. ACA is an "at-will" employer and the employer/employee relationship is "at-will." "At-will" means employees are free to leave their employment for any or no reason, and ACA may terminate employment for any or no reason. Where a contract with an employee is intended, it will be entered into in writing and must be signed by ACA SOUTHEASTERN'S president. Further changes in an employee's duties and or compensation will not alter his/her at-will status.

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**AMERICAN CAMP ASSOCIATION®**  
**SOUTHEASTERN SECTION**  
**BOARD OF DIRECTORS POLICY**

**Policy Name:** Unity of Control

**Number:** BE-2

**Policy Type:** Board-Executive Director Relationship

**Date Approved:** 9-27-2004

---

Only carried motions of the Board are binding on the Executive Director.

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.
3. Only the Board acting as a body can employ, terminate, discipline, or change the conditions of employment of the Executive Director.

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**AMERICAN CAMP ASSOCIATION®**  
**SOUTHEASTERN**  
**BOARD OF DIRECTORS POLICY**

**Policy Name:** Accountability of the Executive Director      **Number:** BE-3  
**Policy Type:** Board-Executive Director Relationship      **Date Approved:** 9-27-2004

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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

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 the Executive Director's performance as identical to organizational performance, so that organizational accomplishment of Board stated Ends and compliance with Executive Limitations will be viewed as a successful Executive Director's performance.

---

**AMERICAN CAMP ASSOCIATION®**  
**SOUTHEASTERN**  
**BOARD OF DIRECTORS POLICY**

**Policy Name:** Delegation to the Executive Director      **Number:** BE-4

**Policy Type:** Board-Executive Director Relationship      **Date Approved:** 9-27-2004

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The Board will instruct the Executive Director through written policies which prescribe the organizational 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.

Accordingly:

1. The Board will develop policies instructing the Executive Director to achieve certain benefits, for certain recipients at a certain 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 which 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 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 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 policy is in place, the Board will respect and support the Executive Director's choices. This does not prevent the Board from obtaining information from the Executive Director about the delegated areas.

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**AMERICAN CAMP ASSOCIATION®**  
**SOUTHEASTERN**  
**BOARD OF DIRECTORS POLICY**

**Policy Name:** Monitoring Executive Performance      **Number:** BE-5

**Policy Type:** Board-Executive Director Relationship      **Date Approved:** 9-27-2004

---

Systematic and rigorous monitoring of Executive Director's job performance will be solely against the only expected Executive Director job outputs: organizational accomplishment of Ends and organizational operation within the boundaries established in Executive Limitations.

1. The purpose of monitoring is simply to determine the degree to which Board policies are being fulfilled. Only information which does this will be considered to be monitoring. Monitoring will be as automatic as possible, using a minimum of Board time so that meetings can be used to create the future rather than to review the past.
2. In every case, the standard for compliance shall be any reasonable Executive Director interpretation of the Board policy being monitored. The Board is the final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than interpretations favored by Board members or even the Board as a whole.
3. Upon the choice of the Board, any policy can be monitored by any method at any time.