

Board Role in Strategic Planning

The primary responsibility of the NCCPA Board of Directors is to set the vision, mission and strategic direction of NCCPA; make certain contributions that lead the organization toward the desired performance; and monitor progress towards agreed upon performance measures to assure the organization is and remains successful. The Board's specific contributions are *unique* to its trusteeship role and *necessary* for proper governance and management. Board members should have:

- commitment to NCCPA and its mission;
- fundamental understanding of the role of PAs;
- knowledge about the programs and goals of the organization;
- understanding of external drivers of success for the organization;
- commitment to using data to inform decisions when possible;
- capacity to use that knowledge, understanding and data in decision making that benefits the organization as a whole;
- ability and eagerness to deal with values, vision and the long-term future of the organization; and
- ability to participate assertively and collegially in deliberation.

Governing is the primary work of the NCCPA Board of Directors, which essentially means assuming the leading role, in partnership with the President/CEO, in continuously answering three preeminent questions:

- Where should NCCPA be headed – and how should it be positioned to best serve the needs of the public, PAs, and healthcare?
- What should NCCPA be doing now and in the near term about programs/requirements, market penetration and reputation, resources, and expenditure targets?
- How is NCCPA performing in terms of realizing its vision and mission and carrying out its strategic and operational plans?

Consequently, the "products" or job contributions of the Board shall be:

1. The link between the organization and its stakeholders. The Board is accountable as trustees to the public. This includes a role as guardian of the vision and values of the organization, both currently and in the future. As individuals, Board members are also accountable for ensuring that the views, beliefs, values and interests of the stakeholder groups they know (including PAs and others) are considered in the Board's deliberations whenever relevant. The interest of the public is the priority when there is a conflict between the public interest and that of other stakeholders.
2. Protection of the financial position of the organization through thoughtful consideration of the fiscal implications of decisions, the selection and oversight of professional investment managers and external auditors, and periodic review of financial statements and reports.

Board Member Code of Conduct

The Board expects of itself and its members ethical and businesslike conduct. This commitment includes proper use of authority and appropriate decorum in group and individual behavior when acting as Board members.

1. Board members must represent unconflicted loyalty to the interests of the organization. This accountability supersedes any conflicting loyalty such as that to professional or interest groups and membership on other Boards or staffs. This accountability supersedes the personal interest of any Board member acting as an individual consumer of the organization's services. Board members must assure that the organization continues to place the best interests of the public first in all policies and programs, recognizing that the organization is a "quasi-public" one, engaged in credentialing activity that both serves the interests of the public and is important to the careers of individual PAs, and must always assure that credentialing uses reasonable criteria and fair procedures.
2. 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 and competitive opportunity. To be considered for employment or paid consultancy with the organization, a former Board member must have been off the Board for a minimum of one year before s/he is eligible to apply. Current Board members shall not be considered for employment or paid consultancy with the organization. (See *Participation Agreement*.)
3. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
 - A. Board members' interaction with the President/CEO or with staff must recognize the lack of authority in any individual Board member or group of Board members except as noted above.
 - B. Board members' interaction with the public, press or other entities must recognize the same limitation and the similar inability of any Board member or Board members to speak for the Board other than the Chair of the Board.
 - C. Board members will make no judgments of the President/CEO or staff performance except as that performance is assessed against explicit Board policies by the official process.
4. Subjects for possible Board action should be sent to the Chair of the Board, with copies to the President/CEO and Chair Elect. Administrative concerns should be sent to the President/CEO, with copies to the Chair of the Board and Chair Elect.