Our Hope and Dream

> Museums are safe spaces for everyone to engage in learning about our past, present, and future.

Vision

> MAS is known as a partner in creating sustainable futures for museums.

Mission

> MAS strengthens Saskatchewan museums through community leadership, building capacity, and acting as the collective voice for our members.

Values

Truthful
> We expect honest story-telling to represent diverse heritages.

Inclusive
> We champion safer spaces that are accessible, free from prejudice, and embrace diversity.

Innovative
> We act with curiosity and courage to question methodologies; and, introduce new ideas and ways to engage.

ENDS

The Board of the Museum's Association of Saskatchewan has established ENDS (or goals) for the organization to meet its vision and purpose. These are reviewed annually by the Board.

1.   <u>Community Leadership</u>
1.1.   Museums are leaders in contributing to Saskatchewan's cultural and diverse heritage through diversity and inclusivity.
1.2.   MAS has a positive working relationship with decision makers.
1.3.   Members are connected to, and part of, the broader heritage sector in Saskatchewan.

2.   <u>Capacity Development</u>
2.1.   Members are supported to achieve their goals.
2.2.   MAS is relevant, adaptable and responsive to changes.
2.3.   Members, staff and board members have development opportunities.

3.   <u>Collective Voice</u>
3.1.   MAS provides a collective voice for members through public and stakeholder engagement.
3.2.   MAS and members collectively create an awareness and understanding of the past, present and future impact of Saskatchewan's heritage and culture.

4.   <u>Operational Capacity</u>
4.1.   MAS prudently manages its available financial, physical and human resources to maximize its purpose and vision.
4.2.   MAS is accountable, accessible, responsible and practices risk management.

Policy Governance

The Museums Association of Saskatchewan uses a Policy Governance model. The Board uses this model to govern the organization. This is one way to ensure that the Board is concentrating its efforts in the right area – governance and is an effective way of providing organizational leadership.

Policy Governance is a model used to empower the Board of Directors to meet their obligation to the membership of accountability for the organization. This model allows the Board to focus on larger issues, to delegate with clarity, to control management's job without meddling, to measure and evaluate the accomplishment of the organization and to provide leadership.

This is in contrast to typical working boards in that the Board focuses on the "what are our goals and why" versus the "how". Policy Governance separates issues of the organization's purpose/goals (ENDS) from all other organizational issues (MEANS), with the Board placing the primary importance on the ENDS. This model of governance demands the

accomplishment of purpose and only limits the staff's available means of achieving this to those that do not violate the Board's pre-stated standards of prudence and ethics (Executive Limitation policies).

The Board's own Means are also defined in policies in accordance to the role of the Board, its members, the chair and other officers and any committees the Board may need to help it accomplish its job (Governance policies). This includes the necessity for the Board to "speak with one voice". Discussion is held during Board meetings before a vote is taken allowing all viewpoints to be expressed. Once taken, the Board's decisions are subsequently not to be undermined. These Means expectations are also set out as self-imposed rules for the Board regarding the delegation of authority to the staff and the criteria by which staff will be evaluated. The Executive Director of MAS reports directly to the Board, with all other MAS employees reporting to the Executive Director. There is no confusion about who is responsible to the Board for meeting Board expectations; the Executive Director is exclusivelyaccountable to the Board.

Evaluation is simply seeking the answer to the question "Have our expectations been met?" The Board, by clarifying their expectations, can assess performance in this light. The Board, by stating their expectations and requiring a relevant accounting of outcome have effectively taken control of their major informational needs to know that they are moving towards the organizational ENDS.

The Policy Governance model is owned by the Board. It requires a commitment by the Board to work at a higher level than is usually the case with non-profit boards. It demands that the Board discipline itself so that it is doing its job and doing its job appropriately.

There are four categories of policies used by MAS in our Policy Governance model:

Policy Categories

1. **ENDS** – the benefits that the organization is to produce, for which people, at work cost or worth. ENDS are developed on the Board's knowledge of and interaction with the "owners" – those to whom the Board is accountable.

2. **Executive Limitations** – the boundaries of prudence and ethics within which the Board allows the staff to make further decisions about the means, the way things are done.

3. **Board/Executive Director Relationship** – the manner in which the Board delegates authority to staff through the Executive Director and measures staff performance through the evaluation of the Executive Director.

4. **Governance Process** – the manner in which the Board itself operates, includes its philosophy, accountability, discipline and its own job.

By using the Policy Governance model, the Board delegates the achievement of the ENDS to the Executive Director and be assured that they are being achieved. The Board respects the role of the Executive Director to determine the best way to achieve these ENDS. By doing this, the Board does not exceed its boundaries of governance, prudence and ethics. This assurance is based not on 'trust' but on a carefully structured monitoring process.