



# Piper Trust Good Governance Profile

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*Below are commonly accepted best practices for board governance. Piper Trust recognizes that Good Governance is not a static checklist and evolves throughout the life of an organization. Each organization is unique in its growth and maturity and can aspire to achieve these essential elements of Good Governance.*

## Mission

- a. The board periodically reviews the organization's mission statement.

## Strategy

- a. The board takes an active role in the strategic planning process.
- b. The board regularly tracks the organization's progress toward strategic goals.

## CEO Supervision and Compensation

- a. The board formally assesses the CEO's performance annually.
- b. The board evaluates CEO compensation by independently gathering compensation information from comparable organizations at least every other year.
- c. The full board approves CEO's compensation package.
- d. The board ensures there are adequate CEO succession plans for both emergency and planned departures.

## Program Oversight

- a. The board is knowledgeable about the organization's programs and services and understands how programs and services compare with similar organizations and fit within the broader service area.
- b. The board measures program quality by reviewing outcomes regularly.

## Fundraising

- a. The board sets and upholds expectations for member personal giving.
- b. The board sets expectations for and actively participates in fundraising activities.

## Board Composition and Structure

- a. The board engages in ongoing board recruitment.
- b. The board clearly defines expectations for all board members.
- c. New board members undergo an orientation process.
- d. The board sets and adheres to term limits.
- e. The board periodically reviews and updates board bylaws, policies, and procedures.
- f. The board periodically reviews and adjusts committee structure as needed.
- g. The board engages in a self-assessment process at least every three years.



### Legal/Ethical Accountability

- a. The board adopts and enforces a code of conduct or ethical standards for board members and officers.
- b. The board has a written conflict of interest policy and performs an annual disclosure and review of any possible conflicts for board members and officers.
- c. The board participates in the organization's whistleblower policy.
- d. The board ensures the organization implements and adheres to a document retention policy.

### Financial Oversight

- a. The full board approves an annual budget and tracks revenues and expenses against the approved budget at least quarterly.
- b. The full board routinely receives reliable monthly financial statements prepared with Generally Accepted Accounting Principles (GAAP – The common set of accounting principles, standards and procedures that companies use to compile their financial statements).
- c. The full board reviews results of the independent audit and management letter or CPA-reviewed financials.
- d. The full board reviews and approves IRS Form 990 before filing.
- e. The board periodically reviews liability insurance coverage.

### Culture

- a. Board members regularly attend meetings as described in the bylaws, and members hold each other accountable for attendance.
- b. Board meetings encourage an environment of inquiry and constructive debate that support sound decision making.
- c. Board meetings allow for forward-thinking conversations about the organization's mission, programs, and strategic direction.
- d. Board members have a deep understanding and commitment to the organization's mission and services.
- e. Board members have strong and trusting working relationships with each other and with appropriate staff.
- f. The board engages in and supports the organization's strategic vision and leaves tactical execution to staff.
- g. Board members are actively engaged in building relationships in the community to support the organization's mission.
- h. The board supports an inclusive environment within the board and organization, respecting diverse views and experiences.
- i. The board embraces continuous learning, evaluating their own performance and incorporating learning opportunities into routine governance.