

The Oregon Coast STEM Hub

Governance Framework

Our Vision and Mission:

Vision: *The Oregon Coast STEM Hub fosters a culture of STEM innovation by engaging people of all ages to create a vibrant and prosperous region.*

Mission: *The Oregon Coast STEM Hub engages learners with STEM by leveraging local and regional resources and collaborating with diverse partners.*

The Oregon Coast STEM Hub (OCSH) is a broad-based partnership of individuals and organizations working together using a Collective Impact Model to assure all students, ranging from preschool through graduate and professional school (P-20), have access to high quality education in science, technology, engineering, and mathematics (STEM). This group will hereby be referred to as the Oregon Coast STEM Hub. The partners seek a collaborative approach to meeting the goals established for the OCSH. The OCSH includes over 55 partners who share a common vision. The purpose of this document is to establish the governance framework for the Oregon Coast STEM Hub.

The OCSH governance framework consists of the following elements:

STEM Hub Partners: The OCSH Partners are comprised of 59 cross-sector partners. The Partners support the mission of the STEM Hub and provide input to the Leadership Council.

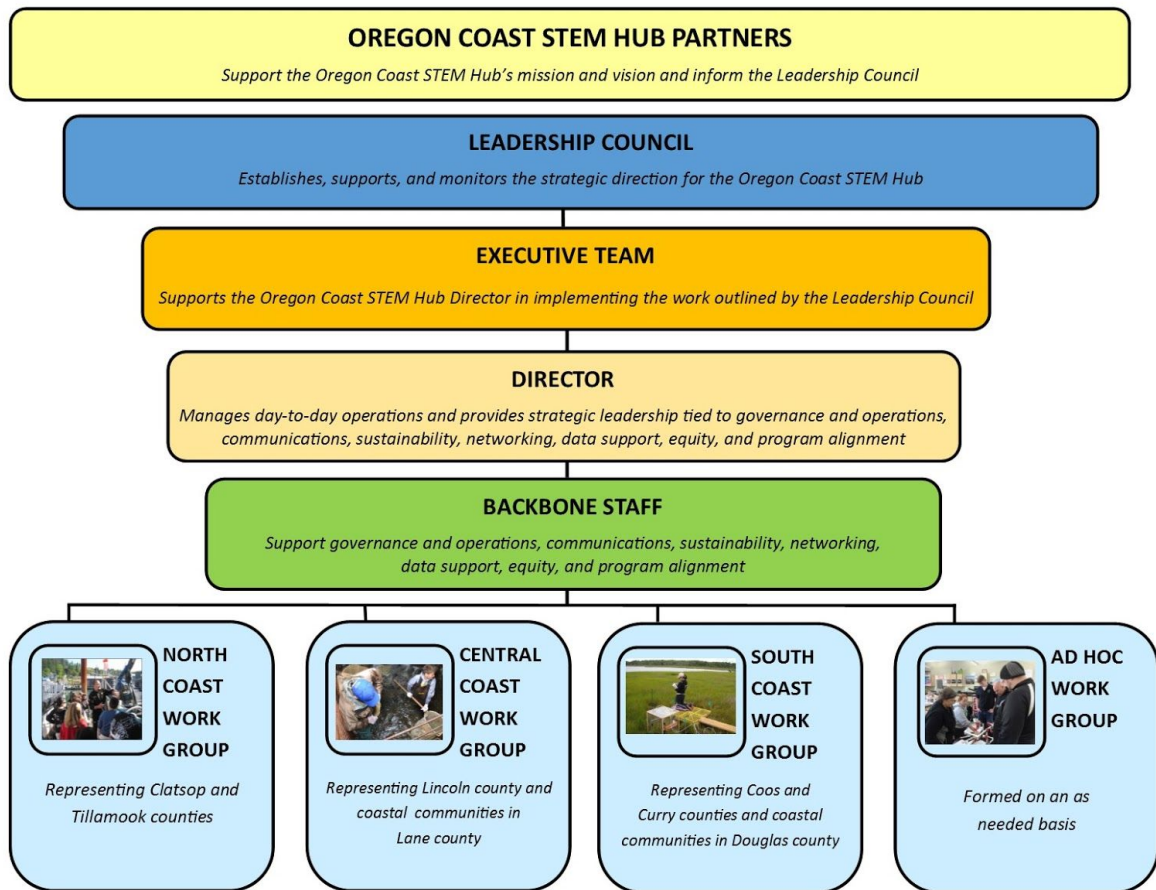
The Leadership Council for the Oregon Coast STEM Hub provides strategic direction, networking, advice, support, and oversight for OCSH activities. The Leadership Council supports OCSH backbone staff. The Leadership Council consists of not less than nine or more than 18 formal or informal leaders representing organizations of K-12 education, industry and business, higher education, community organizations, workforce or economic development agencies, early learning, regional achievement collaboratives, elected government, and tribal leaders.

The Executive Team is a comprised of four to five members of the Leadership Council. The Executive Team supports the OCSH Executive Director in implementing the work outlined by the Leadership Council, provides guidance and feedback in regards to any new business, maintains open communication with the full Leadership Council, provides input in planning agendas for the Leadership Council meetings, and facilitates the evaluation process for the Executive Director.

Backbone Staff include a full time Director and part-time Communications Coordinator, Professional Development Facilitator, Programming Coordinator, North Coast Coordinator, South Coast Coordinator, Lincoln County School District Liaison, and Fiscal Agent. For the OCSH, backbone staff support the following: governance and operations, communications, sustainability, networking, data support, equity, and program alignment. The fiscal agent for the OCSH is the Lincoln County School District.

Work Groups turn strategic planning into specific strategies. Work Groups may be standing or ad hoc, depending on need. There will be a minimum of three standing work groups. Standing Work Groups will gather around key elements of the steering committee's broader plan and engage in a continuous process of planning and doing, grounded in constant feedback around what is or is not working.

Diagram of the Oregon Coast STEM Hub Structure:



Core Strategic Initiatives:

As a Collective Impact Partnership, we are striving to leverage our resources in three strategic ways: □

1. **Professional Development:** Providing Professional Development (PD) for educators in effective instructional practices focusing on STEM integration and Project Based Learning (PBL); □
2. **STEM Experiences for Learners:** Supporting STEM experiences for preK-20 learners by providing connections to STEM professionals in the classroom and in the field, equipment and resources for carrying out STEM-related activities, and opportunities to showcase learner-created designs and STEM projects; □
3. **Networking:** Creating a STEM network of resources, programs, and professionals to support STEM for preK-20 learners, including a website which will serve as a clearinghouse or conduit for connecting business and community resources with educators, parents and students.

Leadership Council:

In this section, governance of the Leadership Council will be outlined.

1. Purpose.

The primary purpose of the Leadership Council is establishing, supporting, and monitoring the strategic direction for the OCSH among diverse stakeholders. The Leadership Team uses their experience and knowledge to inform long-term strategies within the context of legislative mandates and other community contextual factors, and applies an equity lens to all activities.

2. Powers and Duties:

The OCSH Leadership Council assures the OCSH achieves its goals by:

1. Setting the strategic direction of the OCSH.
 - a. Serving as the thought leaders for the OCSH, bringing deep content knowledge (e.g., STEM/CTE education, employment, evaluation, industry needs, etc.) and/or community context expertise
2. Maintaining coherence to the strategic direction.
 - a. Monitoring and reviewing the work at regular intervals to ensure the priorities and scope of work aligns with the strategic direction
 - b. Resolving conflicts and reconciling differences of opinion and approach within the OCSH with regard to mutually reinforcing activities such as programming, services, strategies, and goals and outcomes
 - c. Supporting the OCSH Director and staff in implementing the Strategic Plan and
 - d. Conducting an annual review, led by the Leadership Council Chair, of the OCSH Director
3. Ensuring that the membership of the Leadership Council comprise diverse stakeholders representing cross-sector partner organizations.
 - a. Using an equity lens when identifying potential members
4. Understanding the goals, contexts, and needs of the community.
 - a. Listening to STEM Hub partners and actively seeking their input
 - b. Working to ensure that community voice is represented in the strategic direction of the OCSH

5. Working to influence legislative initiatives at the local, regional and state levels through
 - a. Promoting the work of the OCSH
 - b. Ensuring that the work is properly resourced to support success
 - c. Mobilizing funding to support the work of the OCSH

3. Composition:

The OCSH shall establish a Leadership Council to provide strategic direction, networking, advice, support, and oversight for OCSH activities. The Leadership Council shall consist of not less than nine or more than 18 people representing organizations of K-12 education, industry and business, higher education, community organizations, government organizations, workforce or economic development agencies, early learning, regional achievement collaboratives, elected government, diversity leaders, and tribal leaders, each of which shall be known as a member organization representative, hereinafter referred to as Member. Using an equity lens and considering geographic representation when identifying potential members, the Leadership Council shall consist of leaders or formal or informal influencers within communities representing, but not limited to, the following:

- School Districts
- Industry/Business
- Higher Education
- Community Organizations (non-profits, out of school organizations, etc.)
- Government Organizations
- Workforce or Economic Development
- Early Learning
- Regional Achievement Collaboratives
- Elected Government
- Diversity Leaders
- Tribal Leaders

4. Responsibilities:

The time commitment for the Leadership Council Members is estimated at 40 hours each year.

This includes:

- Attending at least 75% of quarterly Leadership Council meetings in a given year.
- Participating in an annual partnership meeting, two hours in duration.
- Supporting or contributing to Work Group(s) aligned to interests.

- Participating at OCSH outreach events where they serve as hosts for industry, government officials, educators, and community members.
- Attending other STEM/Educational events, as available.
- Helping shape the strategic direction of the OCSH and programs in the core strategic areas.
- Leveraging professional networks to OCSH initiatives and goals.
- Promoting and securing partnerships with industry, educational institutions, and other stakeholders.
- Securing sponsorships/funding, as possible.

Each Leadership Council Member will designate a delegate with the following expectations:

- When a Leadership Council Member is unable to attend a meeting, they send their delegate.
- When a Leadership Council Member is unable to attend a meeting, the delegate represents the Leadership Council Member and has voting authority.
- Communication between the Leadership Council Member and his/her delegate is seamless enough to provide continuity in meeting flow and the delegate is aware of OCSH issues.
- If the Leadership Council Member and their delegate both attend a meeting, the Leadership Council Member has voting authority (between the two of them, they only have a single vote).
- When the Leadership Council Chair is unable to attend a meeting, the delegate for the Leadership Council Chair does not Chair the meeting.

Having each Leadership Council Member designate a delegate facilitates the engagement of high-level leaders by honoring their busy schedules, while recognizing and balancing the need to get work done.

5. Expectations:

The Leadership Council leverages the experiences, expertise, and insight of key individuals at organizations committed to and actively advancing STEM/CTE education, workforce development, and/or community empowerment. Leadership Council members provide support and guidance for the OCSH backbone team and Work Groups. Thus, individually, Leadership Council members should:

- Embrace STEM education as a social and economic justice issue impacting everyone.
- Be genuinely interested in the OCSH's goals and intended outcomes and be an advocate for the outcomes being pursued by the OCSH.
- Understand the strategic implications and system outcomes of initiatives being pursued by the OCSH.
- Have openness for multiple perspectives and a willingness to compromise to achieve OCSH outcomes.
- Be willing to share expertise and lessons learned as well as learn from others.
- Leverage resources (e.g., time, expertise, materials, funding, access to relationships and opportunities) in support of OCSH goals and initiatives.

6. Selection.

The initial Leadership Council would be made up of current Steering Committee Members who can commit to the responsibilities and expectations outlined above, with some having a one-year term and others two-year term and the term being randomly assigned.

A Nominations Committee, comprised of the Leadership Council Chair and two to three other Leadership Council Members, will work with the OCSH Director to post and fill vacancies. As vacancies arise, they will be announced to Partners and nominations will be accepted from STEM Hub Partners, the Leadership Council, Work Groups and members of coastal communities. Self-nominations are acceptable. Prospective Council Members will be asked to submit a statement of interest to the Chair of the Leadership Council. The Leadership Council votes on new members.

The Nominations Committee also oversees nominations for Leadership Council officer positions.

7. Term of Office.

After the interim term, the term of office on the Leadership Council shall be two years with the option of a renewable commitment. There is a limitation of three, two-year terms in sequence.

8. Officers.

Officers of the Leadership Council shall be a Chair and a Vice Chair. The officers shall be elected at a meeting of the Leadership Council. Each officer shall serve for a two-year term with a maximum of two terms.

9. Powers and Duties of Officers.

The general powers and duties of the Officers are as follows:

- Chair. The Leadership Council shall elect one its Members to fill the office of the Chair of the Leadership Council. The Chair shall preside at all meetings of the Leadership Council. The Chair shall have general oversight over the affairs of the Leadership Council and shall consult and advise with backbone staff in the direction and management of the Leadership Council's business and affairs. The Leadership Council shall select members of the Executive Team.
- Vice Chair. The Leadership Council shall elect one its Members to fill the office of the Vice Chair of the Leadership Council. In the absence of the Chair, the Vice Chair shall perform all the duties of the Chair.
- The Chair and Vice Chair work with the OCSH backbone staff to plan agendas for the Leadership Council meetings.

10. Meetings.

Meetings will occur at a minimum on a quarterly basis. Should circumstances require additional meetings, they will be held on an as needed basis. The Leadership Council will set the meeting location, date, and time. Minutes are kept of all meetings and the Leadership Council approves the minutes. Minutes shall be recorded and posted on the OCSH website by the OCSH Communications Coordinator and need only be brief and reflect decisions and recommendations. Meetings shall be publicized and are open to everyone unless a Human Resource issue is being discussed.

11. Decision-Making.

A quorum for conducting business is a simple majority of the sitting Leadership Council. In absence of the indication of a quorum at a Leadership Council meeting, the OCSH Director or Leadership Council Chair will cancel the meeting. The Leadership Council will strive to make decisions and recommendations by consensus. Consensus is defined as "all Leadership Council Members can live with the decision or recommendation." In absence of consensus, decisions will be made using a super majority threshold of 75 percent.

Members are assumed to be contributing input on their own behalf and are not committing their business, agency, nonprofit, or government to any decision without approval by their associated decision-making body.

Executive Team:

In this section, governance of the Executive Team is outlined.

1. Purpose:

The role of the Executive Team is to support the OCSH Executive Director in implementing the work outlined by the Leadership Council, to provide guidance and feedback in regards to any new business, maintain open communication with the full Leadership Council, and provide input in planning agendas for the Leadership Council meetings.

2. Composition:

The Executive Team should include a Chair, a Vice Chair, and two to three Leadership Council members.

3. Expectations:

The Executive Committee should:

- Support, be available to, and responsive to the OCSH Executive Director.
- Promote, independent of their organization or sector bias, the effective function of the Leadership Council and OCSH.
- Be mindful to represent the full the Leadership Council.
- Maintain a regular meeting schedule and actively participate in meetings.

4. Selection:

The Leadership Council selects a Chair, a Vice Chair, and two to three Leadership Council members to serve on the Executive Team following Leadership Council nomination and vote processes.

5. Terms of Office:

The term of office on the Executive Team shall be two years.

6. Duties:

The Executive Team serves as a sounding board for the Executive Director on strategy implementation and OCSH operations, including Human Resource issues. The Executive Team provides regular communication with the Leadership Council and plans Leadership Council meeting agendas. This team facilitates the evaluation process for the Executive Director and reports back to the Leadership Council for final assessment.

7. Meetings:

The Executive Team will meet on an as needed basis. Meetings are open to everyone unless a Human Resource issue is being discussed.

8. Decision-Making:

The Executive Team will strive to make decisions and recommendations by consensus. Consensus is defined as “all Executive Team Members can live with the decision or recommendation.”

Work Groups:

In this section, governance of the Work Groups is outlined.

There will be a minimum of three standing Work Groups. The standing Work Groups for the OCSH shall be regional:

- North coast Work Group – comprised of cross-sector members from Tillamook and Clatsop Counties
- Central coast Work Group – comprised of cross-sector members from Lincoln County and the coastal communities of Lane County.
- South coast Work Group – comprised of cross-sector members from Coos and Curry counties and coastal communities of Douglas County.

1. Purpose. The purpose of Work Groups is to turn strategic planning into specific actions. Working groups from the north, central and south coast gather around key elements of the Leadership Council's broader plan and engage in a continuous process of planning and doing, grounded in constant feedback around what is or is not working.

2. Composition. The size and composition of each Work Group is determined by its duties and responsibilities as outlined by the Leadership Council.

Work Groups shall consist of representatives within communities of the following:

- School Districts
- Industry/Business
- Higher Education
- Community Organizations (non-profits, out of school organizations, etc.)
- Government Organizations
- Workforce or Economic Development
- Early Learning
- Regional Achievement Collaboratives
- Diversity Representatives
- Tribal Representatives

3. Expectations:

Each Work Group established by the Leadership Council shall review its assignment from the Leadership Council and develop an action plan to accomplish the established goals and objectives and fulfill the purposes for which the Work Group is established. The Leadership Council must approve the action plan. One of the Work Group's Co-Chairs will provide a written summary of Work Group progress at each Leadership

Council meeting. At least once per year, all Work Group shall schedule a joint meeting with the Leadership Council to report on its progress.

4. Selection.

Nominations for Work Groups will be accepted from STEM Hub Partners, the Leadership Council, the Executive Team, existing Work Group members, and/or members of coastal communities. Self-nominations are acceptable. Prospective Work Group members will be asked to submit a statement of interest to the Co-Chairs.

5. Term of Office.

Lengths of term for Work Group members will normally be two years. Any member of a Work Group otherwise qualified shall be eligible for reappointment.

6. Duties:

The Work Group is responsible for turning strategic planning into specific actions. Working groups from the north, central and south coast gather around key elements of the Leadership Council's broader plan and engage in a continuous process of planning and doing, grounded in constant feedback around what is or is not working.

7. Work Group Officers:

Each Work Group appointed by the Leadership Council shall have two Co-Chairs. A Chair of the North Coast Work Group shall be the OCSH North Coast Coordinator. A Chair of the Central Coast Work Group shall be either the OCSH Programming Coordinator or the Professional Development Coordinator. A Chair of the South Coast Work Group shall be the OCSH South Coast Coordinator. Co-Chairs for each Work Group shall be elected by the Work Group and could be a member of the Leadership Council.

8. Powers and Duties of Work Group Officers:

Work Group Officers set the agenda for and facilitate work group meetings. They set the tone for the Work Group and encourage a collaborative process. The officers ensure that the members have the information they need to complete their work program. They oversee the logistics and general administration of the Work Group's operations. The officers are also responsible for making regular progress reports to the OCSH Director and Leadership Council on the Work Group's challenges, opportunities, successes, and overall progress.

9. Meetings:

The number of meetings related to business needs of the Work Group may be set by the individual body, as well as the meeting location, date, and time. Meetings are open to anyone. Minutes shall be recorded by a member of the Work Group, distributed to the OCSH Director, and posted on the OCSH website by the OCSH Communications

Coordinator. Minutes need only be brief and reflect decisions and recommendations. A member of the OCSH backbone staff will attend each Work Group meeting to provide continuity and a flow of information across Work Groups.

10. Decision-Making.

A quorum for conducting business is a simple majority of the membership of the Work Group. Each Work Group will strive to make decisions and recommendations by consensus. Consensus is defined as “all Work Group members can live with the decision or recommendation.” In absence of consensus, decisions will be made using a supermajority rule of 75%. Members are assumed to be contributing input on their own behalf and are not committing their business, agency, nonprofit, or government to any decision without approval by their associated decision-making body. Backbone staff will be ex officio, non-voting members of Work Groups.

11. Ad Hoc Work Groups

Ad Hoc Work Groups will follow the same guidelines as standing Work Groups. Ad Hoc Work Groups will be formed on an as needed basis to meet a specific goal and will operate for the duration required to meet the goal.

Backbone Staff:

In this section, governance of the Backbone Staff is outlined.

1. Purpose:

Backbone staff support the OCSH in the following area: governance and operations, communications, sustainability, networking, data support, equity, and program alignment.

2. Composition:

Backbone staff include a full time Director and part-time Communications Coordinator, Professional Development Facilitator, Programming Coordinator, North Coast Coordinator, South Coast Coordinator, Fiscal Agent, and Lincoln County School District Liaison.

3. Expectations by Position:

Director (1.0 FTE):

The OCSH Director is responsible for the following:

- Draw on the Collective Impact model to develop an appropriate operating framework and catalyze the Backbone team and partners to implement the STEM Hub agenda
- Collaborate with partners to develop and implement a set of strategies to drive transformative change in the region
- Use quality improvement practices to ensure progress toward Core Strategic Initiatives and address implementation challenges, adapting activities to the emergent landscape as needed
- Establish, facilitate, and execute effective and open communication with backbone staff, partners, the Leadership Council, and Work Groups -particularly related to internal decisions and strategy
- Help resolve disputes or disagreements in direction among Work Groups, the Leadership Council, and/or partners and ensure Leadership Council meetings are productive
- Build and maintain strong positive relationships with partners, the Leadership Council, and Work Groups
- Effectively communicate the vision, mission and value of the Oregon Coast STEM Hub and create an urgency for change among relevant stakeholders, including community members, policymakers, funders, and potential partners
- Create and leverage partnerships, relationships, and community-based support with relevant stakeholders to achieve success of the STEM Hub common agenda

- Serve as a liaison to other related initiatives and coordinate activities with relevant partners to minimize redundancies and align strategies
- Serve as a STEM Hub ambassador at select conferences and events
- Support development of communications strategies and materials for the STEM Hub Financial Oversight and Sustainability
- Provide budgetary oversight and accountability for STEM Hub and work with Fiscal Agent to track all of the Hub's funding, including Hub grants and matching funds
- Organize and implement a sustainability plan, monitor STEM funding opportunities and engage in fundraising to sustain STEM Hub activities and advance initiatives
- Coordinate funding and staffing sources to support the Hub's goals and priorities
- Prepare grant applications and proposals, and oversee grant reporting to funders as required
- Provide guidance and support to partner organizations in aligning resources to the STEM Hub agenda, including reviewing grant proposals and creating letters of support Data Collection, Analysis, and Learning
- Work closely with an Evaluator on the development and implementation of a shared measurement system to track outcomes and indicators across the initiative and use results to evaluate Hub effectiveness and inform continuous improvement
- Identify improvements in use of data-driven decision-making, ensuring data are collected, integrated, and communicated effectively across the STEM Hub and partner organizations
- Oversee the collection of pertinent data and creation of yearly summary reports of progress for partners, funders, and external audiences
- Spend an average of 40 hours per week on STEM Hub business

Communications Coordinator (0.5 FTE):

- Create, maintain, evaluate, and update OSU-based Oregon Coast STEM Hub website
- Track network contacts, committee members, participants in professional development trainings and student activities, and STEM Hub budgets
- Provide content and editing for the STEM Hub Partnership Plan and Declaration of Cooperation, interim, and final reports for ODE
- Distribute and market paper and online surveys, as needed
- Set up online platform (Zoom), post materials to wikispace, distribute and post meeting notes
- Send press releases to local online, print, and radio media institutions to share student and community events and advertise upcoming opportunities

- Plan and support community meetings along the Oregon Coast to engage stakeholders in a needs assessment and asset mapping process
- Recruit mentors and partners, and represent STEM Hub at a variety of external meetings
- Prepare for and participate in Leadership Council and Work Group meetings
- Serve as a conduit of information between Work Groups
- Work with evaluators and Hub Director to create evaluation tools, and implement evaluation plan
- Assist with data storage, access, analysis, and disaggregation
- Spend an average of 20 hours per week on STEM Hub business

Educator Professional Development Facilitator (0.2 FTE):

- Work with PD Facilitators to plan, implement, and evaluate professional development opportunities for educators
- Provide management and oversight of PD-related STEM Hub expenditures, contracts, reimbursements, and overall budget
- Recruit and communicate with mentors and partners, representing the OCSH at a variety of external meetings
- Help develop and edit the STEM Hub Partnership Plan and Declaration of Cooperation, interim and final reports for ODE
- Partner with other Hubs, IHE's to garner funding or participation in other grants for Coast Hub teachers and students. (i.e. WOU and PSU MSP's)
- Plan and support community meetings along the Oregon Coast to engage stakeholders in a needs assessment and asset mapping process
- Prepare for and participate in Leadership Council and Work Group meetings
- Serve as a conduit of information between Work Groups
- Work with evaluators and Hub Director to create evaluation tools, and implement evaluation plan
- Assist with data storage, access, analysis, and disaggregation
- Spend an average of 8 hours per week on STEM Hub business

Programming Coordinator (0.2 FTE, 0.15 match):

- Work with partners to plan, implement, and evaluate STEM opportunities for learners
- Assist with contracts, ordering, and budgeting tied to student/learner-based activities
- Recruit and communicate with mentors and partners, representing the OCSH at a variety of external meetings

- Assist in developing and editing the STEM Hub Partnership Plan and Declaration of Cooperation and interim and final reports for ODE
- Plan and support community meetings along the Oregon Coast to engage stakeholders in a needs assessment and asset mapping process
- Prepare for and participate in Leadership Council and Work Group meetings
- Serve as a conduit of information between Work Groups
- Work with evaluators and Hub Director to create evaluation tools, and implement evaluation plan
- Assist with data storage, access, analysis, and disaggregation
- Spend an average of 14 hours per week on STEM Hub business

North and South Coast Coordinators (0.3 FTE with 0.1 match and 0.2 FTE with 0.1 match, respectively):

In their respective regions, the North and South Coast Coordinators are responsible for the following:

- Act as a liaison between the Oregon Coast Regional STEM Hub and regional school district teachers, administrators, community partners, businesses, industry, and higher education
- Serve as Chair of regional Work Group. Set agendas for Work Group meetings, attend all Work Group meetings, and serve as a conduit of information between Work Groups, backbone staff, and the Leadership Council
- Ensure communications and announcements from the Hub are distributed electronically and in print throughout the satellite region
- Assist in arranging logistics for satellite area professional development and student challenges
- Manage the STEM Resource check-out system for Hub partners
- Encourage and help recruit educators to become involved in Hub activities
- Facilitate, or assist in facilitation of professional development in satellite region
- Assist in data collection from participating teachers, schools and districts within the satellite region
- Represent the Hub to local media about STEM efforts in the satellite region and the Coast in general
- Attend Hub Steering Committee and Work Group meetings in person or online
- Provide monthly summary of activities to the OCSH Director
- Spend an average of 16 hours (North Coast Coordinator) or 12 hours (South Coast Coordinator) per week on STEM Hub business

Fiscal Agent (0.3 FTE):

- Procure and process OCSH contracts and POs
- Process reimbursements and payment to partners
- Create and maintain budget spreadsheets
- Serve as interface between the Oregon Department of Education's E-Grant Management System (EGMS)
- Provide fiscal support tied to new grant awards
- Spend an average of 12 hours per week on STEM Hub business

Lincoln County School District Liaison (0.2 match):

- Act as a liaison between the Oregon Coast Regional STEM Hub and Lincoln county school district teachers and administrators
- Ensure communications and announcements from the Hub are distributed electronically and in print throughout the school district
- Assist in arranging logistics for professional development and student challenges within Lincoln county
- Manage the STEM Resource check-out system for Hub partners
- Encourage and help recruit educators to become involved in Hub activities
- Facilitate, or assist in facilitation of professional development in Lincoln county
- Assist in data collection from participating teachers, administrators, and schools within Lincoln county
- Attend Hub Steering Committee and Work Group meetings in person or online
- Spend an average of 8 hours per week on STEM Hub business

4. Selection (needs revision):

If staff are hired to be employees of the OCSH, or if they are loaned to the OCSH by a Member or other organization, they shall be hired only when a job position description is approved by the Leadership Council and when there is a definition of performance expectations for the employee(s) along with a clear line of supervision. The Leadership Council shall be the approving authority for all hiring decisions. As vacancies arise, job descriptions shall be reviewed by the Leadership Council, positions shall be posted, and final hiring decisions shall be approved by the Leadership Council.

5. Reporting Structure:

Backbone staff report to the OCSH Director. The OCSH Director reports to the Leadership Council. OCSH backbone staff, including the Director, are ex officio, non-voting members of the Leadership Council and Work Groups.

Appendix 1: Our values

Values: Our values inform our decision-making and guide our behavior.

- **Transparency:** *We are an open book:* We conduct ourselves with openness and honesty in all aspects of our work. Our transparency makes mutual trust possible.
- **Focus:** *We keep our eyes on the ball.* We develop shared goals and prioritize our work. We recognize that aspects of our work will move slowly, but we keep pushing forward. We look forward to the future, while recognizing and valuing what has proven successful in the past, and make decisions necessary to accomplish important goals.
- **Equity:** *We want everyone to succeed.* We respect people, value diversity, and are committed to equitable access for all.
- **Accountability:** *We do what we say we will do.* We are accountable to one another and to our partners.
- **Integrity:** *We do the right thing even when no one is watching.* We act responsibly, respectfully, and with honesty – in our work, with the people we interact with, and in the decisions we make.
- **Collaboration:** *We work together.* We leverage our collective strengths and build honest and open relationships through communication. We realize we represent a larger community and we strive to serve and support our partners.
- **Action:** *We work towards positive outcomes.* We anticipate opportunities and challenges, and are quick to confront complex or ambiguous situations, while always considering the impact of our decisions before we proceed. Our constant pursuit of solutions enables better decisions and better outcomes, making a tangible difference in communities around us - for the better.
- **Innovation:** *We evolve:* We take risks and confront failure openly. We recognize and repeat success aggressively. We sustain a spirit of adventure by investing in and rewarding curiosity, creativity, and innovation.