



# APPENDIX A

## SURDNA FOUNDATION

### STATEMENT OF CULTURE

We have respect for one another and for one another's rights as a Board member.

We value honesty and truthfulness. We go beyond niceness, politeness and avoidance to niceness, politeness and directness. We owe each other both negative and positive feedback.

We value due process. We seek a process on the Board that will mirror our intention of personal empowerment. Just as we seek to empower others through our grantmaking, we wish our own process to empower ourselves and serve as a model for foundation governance.

We acknowledge that differences can be energizing and can lead to learning. Collaboration and conflict go hand-in-hand.

We seek to align ourselves around a common vision and deepen our conviction that our work together will make a difference.

We seek to work together as a team, with a shared sense of purpose and inspiration. After bringing our unique insights as individuals to our collective process, we will endeavor to support decisions taken by the whole.

We will seek consensus first. After airing disagreements, we will use voting as a fallback technique to permit us to move forward.

We value Board leadership which facilitates our process and helps bring us to a consensus.

We seek innovation and the group's acceptance and encouragement of individual initiative and risk taking.

We encourage Board members to commit fully to making the Foundation the best it can be.

All Board members share responsibility for facilitating our process and resolving conflict. We are committed to improving facilitation skills and sharing leadership roles.